

Sales Management

THE MAGAZINE OF MARKETING

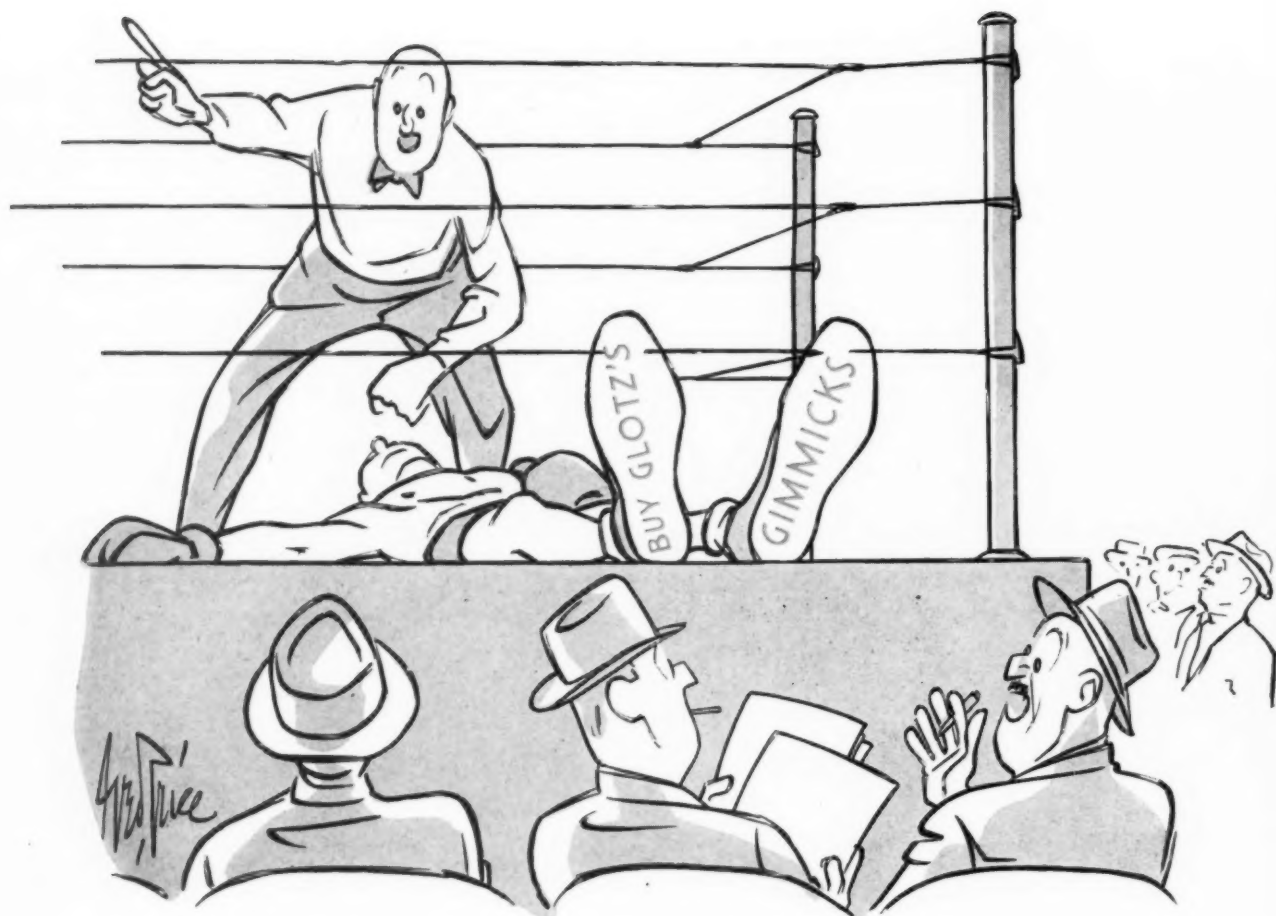
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JUNE 1, 1948



TWENTY-FIVE CENTS



*And then the ring really revolves
so everyone can see it, eh Judson?*

Judson: Why, no sir, I hadn't thought of that. But it's a great idea to hop up the dealers, don't you think?

Chairman: Well, maybe, but nothing makes a dealer feel as good as a steady stream of people demanding a product like ours. That takes month-in and month-out advertising.

Judson: But we can't do that on our budget!

Chairman: Certainly we can, if we select a group of regular buyers like the 1,800,000 REDBOOK families. They buy nearly 90,000,000 cans of coffee a year. They buy over 250,000,000 packages of



gelatin desserts a year. They'd buy *our* product if we told 'em how good it is.

And when you talk budget, just remember that \$30,000 will tell our story to 1,800,000 REDBOOK families every month in the year in $\frac{2}{3}$ pages. That's the kind of advertising *our* dealers like.

REDBOOK gives us a SIX BILLION DOLLAR market of regular buyers. Let's tell our story to them—and tell 'em regularly!

REDBOOK

444 Madison Avenue, New York 22, N. Y.



In Philadelphia—nearly everybody reads The Bulletin

Evening and Sunday

Sales Management

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Wealth
of the
Nation



The faces best known at the banks on Main Street belong to the most substantial citizens, those who own the businesses, build the stores and factories, own the surrounding farms. In such towns, you'll find the wealth of the nation—America's greatest buying power.

Readership of news magazines is another sure guide to the leading families. In America's home towns, they prefer news reports that are human, unbiased, crisp. That explains why PATHFINDER has attained *second place* among all national news magazines so quickly and *first place* on Main Street.

98% of PATHFINDER'S million leader-reader families are subscribers.

Remember they are also the leaders in America's wealthiest trading centers, where the big farm income goes to market. PATHFINDER is becoming a great force in American life today.

Pathfinder

America's SECOND LARGEST News Magazine

GRAHAM PATTERSON, *President* • also publisher of FARM JOURNAL • Biggest in the Country

A Big Buy WHEN YOU Sell Health Products



THE DOCTOR'S OWN BOOK FOR THE LAYMAN. His friendly presence stands behind every page of **HYGEIA**. His professional organization—the American Medical Association—stands behind the editors . . . gives readers confidence in every helpful article . . . lends prestige to every advertisement.

DIRECT ROUTE TO THE FAMILY MARKET. Recent readership surveys show 58.4% of **HYGEIA** subscribers have one or more children, 32.4% have one or more children under four years of age. Thousands of additional mothers and mothers-to-be read **HYGEIA** in their doctors' reception rooms.

34% MORE FOR YOUR MONEY TODAY. In the midst of five years of soaring prices, **HYGEIA**'S rate per page per thousand has moved **DOWNWARD** from \$4.31 to \$2.83—a saving to the advertiser of 34%!

NEARLY 3,000,000 CIRCULATION BONUS. The time, the place and the mood are just right to stimulate the interest of almost three million waiting patients who read **HYGEIA** in doctors' reception rooms. No other publication offers a circulation bonus with these specific advantages!

To sell health products—tell your story in **HYGEIA**.

Hygeia

THE HEALTH MAGAZINE
OF THE
AMERICAN MEDICAL ASSOCIATION
535 NORTH DEARBORN • CHICAGO 10, ILLINOIS

SM

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June 1, 1948

Volume 60

No. 12



SALES MANAGEMENT



Habitat Habit (Washington, D. C.)

Sunday morning. Junior dashes—*pianissimo*—for first crack at Star funnies. Pop leisurely drinks in coffee, sports and news at breakfast. Mom collects recipes and the low-down on high fashion. Sis absorbs Society and *This Week*. Pictorial magazine gets perused by all. . . . Certainly, it takes more than features to make a paper an indispensable advertising medium. The Star has what it takes: dominant circulation in Metropolitan Washington (80% home delivered), dominant classified lineage, bonus Sunday circulation, dominant retail and national display. Advertisers who build their Washington campaigns around The Star capitalize on a good Washington habit.

The Washington Star

Evening and Sunday Morning Editions

Represented nationally by
DAN A. CARROLL, 110 E. 42ND ST., NYC 17
THE JOHN E. LUTZ CO., TRIBUNE TOWER, CHICAGO 11

With hard work and perseverance

They Made It



STEADFAST faith in farming has richly rewarded the Enloes. When they were young, just-married and land-rich, the depression caught them—and hit them hard. They had to fight against big odds just to stay on the land. But they believed good farming would eventually mean good living. And it did.

Like young people everywhere, Archie and Dal Enloe began dreaming of an ideal home from the time they moved into their first old shell of a house. They never stopped planning—and struggling—and now their dream has come true.

Through the picture windows of their new home, Archie and Dal can look out on 280 acres of prospering farm. Well diversified with cattle and grain, highly mechanized, their AW-Bar Ranch shows how far a family's faith in good farming can take them . . . toward good living on the land.

The 2,300,000 subscribers of *Country Gentleman* will find the complete story of the Enloes in their magazine's June issue. It is another inspiring Good Farming—Good Living article in *Country Gentleman's* family "profiles" . . . a series heartily welcomed and eagerly read by other farm families throughout America.



2. BEEF, dairy heifers and cash grain are the Enloes' chief products—with the herd running about 400 head. Archie has started to build up a good registered herd—sees a big future in fine meat animals.



3. ARCHIE and the hired man brand a calf. These two do all the farm work—with 2 tractors, earth-mover, big disc plow, combine, threshing-machine, one-ton truck and other equipment.



4. DISTRICT CANAL supplies Enloes' 3 miles of irrigation system. As a good-farming safety measure, Archie has his own 50-ft. well with a big capacity pump powered by a 60 h.p. motor.

The best people in The Country

Their Dream Come True

Archie and Dal Enloe farmed well to live well—
and their reward is this ideal ranch home
in the Gila River Valley of Arizona



1. THE RANCH-TYPE HOUSE is long and low with seven big, sun-lit rooms, two baths—is ventilated with conditioned air, heated with a butane gas furnace.



5. THE NEW HOME is efficiently planned. Utility room provides space for sewing and laundry, has built-in tubs and washing machine—is situated to save steps and simplify housekeeping.



6. U-SHAPED kitchen has abundance of steel cabinets and modern appliances, with attractive breakfast nook in rear. Fluorescent fixtures and big windows provide plenty of cheerful light.



7. LIVING ROOM is 16 x 24, occupies whole wing, has two large picture windows. French doors at each side of fireplace open on patio. . . Here the Enloes relax—and plan more dreams.

Turn to Country Gentleman for
Better Farming, Better Living



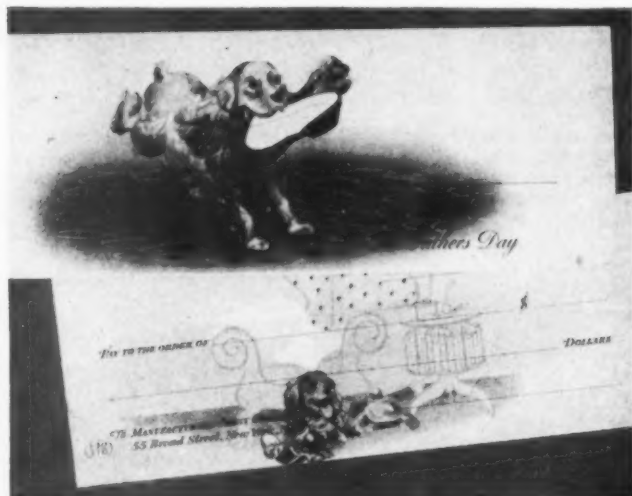
The Human Side

FOR KIDDERS AND OTHERS

We know you're not the check-shunning type. But if you get a highly-colored scrap of paper in the mail one day—something that looks like a favor from a child's birthday party—don't throw it away! That's money, friend; redeemable at the Manufacturers Trust Company of New York City for what the Government likes to call "legal tender."

Probably we've only confused you. Let's start at the beginning. Back in 1945 one of the Manufacturers Trust clerks got a bright idea and passed it along to some of the Powers That Be in his particular bailiwick. Briefly the clerk's idea was this: Since people never know what to give other people on such state occasions as wedding anniversaries, birthdays, Christmas and other assorted times of life and the year, why shouldn't the Manufacturers provide a very special check to save the day? His thought was that these checks shouldn't look like what people have come to look on as standard fare. These would be touched with the artist's talent, they'd come in special folders (also livened by color and art work.) Well, to make the long story short, the Manufacturers' Trust decided their man had something. In fact they took his idea, embellished it, put it into operation. And as is the case of all stories like this one, there's a happy ending. The clerk got a promotion and a nice little bonus—in the form of one of his own checks.

Since that day the bank has sold well over 100,000 of their Personal Gift Checks, to the tune of 25 cents each. And each year since the service was introduced the sales figures have mounted steadily. Now the bank has 10 of the special checks: In addition to the ones we've already mentioned there are checks for Graduation, for a Birth, a Wedding, Mother's Day and Father's



PUTTING THE DOG ON . . . this special Father's Day check—one of a series of 10 Personal Gift Checks—is winning new customers for Manufacturers Trust Co. Artwork on checks—Why not?

Day, Easter and one for a Special Occasion. Each is completely different. And here's how the service operates. Say you want to give a wedding present and have decided to make it money; you go to the Manufacturers and fill in a special form which the bank chooses to call an Order Blank. This has a space for the amount of the check, a space for your name, and a space for the name you want *signed* to the check. If you're the kidding type, or if you want your nickname on the check, the bank is quite willing to let you indulge your whim. At least a third of the customers using the service get whimsical about the signature, says the Bank. Has something to do with the banking shackles being suddenly lifted from people's heads, they think. After filling in hundreds of checks to a conformist pattern, most people become positively Manic when they are given carte blanche with a check. The Bank recognizes, and encourages this trend—but only for the Personal Gift Checks. So, on the form is also a place for the name which you intend to sign to your check.

Since the Bank has a specimen signature, both of the name and the nickname, the idea is practically foolproof. (Though recently one man made out a check from "Fatty to Horseface," and while the Manufacturers thought this was possible over-indulgence, it benignly made out the check and cashed it for Horseface when he showed up.)

The Manufacturers have been most pleased with its new departure in checks. Banks have been slowly awakening to the fact that the rank and file of people looked on them as a combination police station and ward room, so far as intimidation is concerned. And these Personal Gift Checks, with their bright-eyed storks (the Birth item), the bunny carrying his colored eggs (Easter) and friendly Cocker Spaniel lugging a bedroom slipper (Father's Day) have gone a long way toward alleviating the suspicions most people bring with them to a bank. And the checks, no matter how much they look like an attractive version of a greeting card, are the next thing to a cashier's check since the cash on deposit to cover them can't be drawn on for any other purpose.

A number of large corporations have seized on the checks as a happy solution to the Christmas Bonus problem. And the Manufacturers Trust sells the entire packaged service to banks all over the country. With it goes a Master Check Register, newspaper mats to advertise the service, counter display cards, the checks themselves, and all other devices necessary to set up the idea. At the moment some 390 banks in 38 states have taken the service.

Sample checks also go into customers' statements. And of course there are the forementioned counter cards. They are the best sellers of the service. People still have to stand in line at banks, says the Manufacturers. And to kill time they'll read anything, including chewing gum wrappers!

BUSINESS GOES AHEAD even in a troubled world!

Whether political news is good or bad, local trade goes on! If our volume of international advertising is any index, business is *good* in many countries.

Despite world unrest, more advertisers spending more money make the total volume of advertising in our 15 international offices greater thus far in 1948 than ever before!

CHANGES IN GOVERNMENTS, in laws, in controls, in communications all make it increasingly important to have flexible, on-the-spot marketing and research service . . .

Helping clients solve such problems are 15 fully-staffed J. Walter Thompson international offices . . . each a complete local organization in a strategic world market.

The men and women who staff the various departments of these offices have been selected and trained by us locally in each country. They have a life-long knowledge of the languages and the markets in which they work. They serve many leading *local* advertisers. They are experienced in measuring *quickly* the effects of political or economic changes, suggesting new strategy as needed.

In evaluating the problems of our clients around the world, these people, in each strategic market, use the *proved* methods evolved from JWT's long experience at home. J. Walter Thompson Company, 420 Lexington Ave., New York 17, N. Y.

In international offices strategically located in major markets, more than 1000 trained people are ready on the spot to get **FACTS** on swiftly changing conditions, recommend new tactics where needed . . .

For example, there is a staff of 132 people in the JWT Canadian offices; 157 in Australia; 195 in India; 253 in London . . . The work of these offices is directed by men with international experience in all phases of modern advertising, and in the best ways to use these methods in world markets.

Food, clothes, shelter . . . health, recreation: basic human needs outlive wars and rumors of wars!

IN MAJOR WORLD MARKETS, 23 fully-staffed J. Walter Thompson offices offer you the same proved methods of market research and advertising planning that you use at home, interpreted through *local* knowledge and facilities. Offices in London, Antwerp, Johannesburg, Capetown, Bombay, Calcutta, Sydney, Melbourne, Buenos Aires, São Paulo, Rio de Janeiro, Santiago, Mexico City, Montreal, Toronto, Hollywood, New York, Los Angeles, San Francisco, Seattle, Chicago, Detroit . . . also the Wall Street office and the Latin-American Division in New York.

BACK SPORTS FINAL
 COMPLETE WALL STREET
 LATE EDITION
 CITY-COUNTY
 SUBURBAN
 STATE EDITION

Newark Evening News
 TIE IN Montclair Vote; Nutley Mayor Wins

Clerk Asks For Draw
 Thousands Riot Over 'Red Spy' Film
 Vessel Built for 80 Brings Tel Aviv 227
 ERP Pays Dividend
 73,000 Quit Chrysler
 Train Unions Map Strategy
 Little Pair in Gambling
 Little Right Up in P
 Little Car in Snow Life

Yes, sir . . . you meet
 your customers at their
LOCAL community
 level . . . when you use
 the low cost
 quarter million net paid
 of the
NEWARK NEWS
 Newark 1, New Jersey



TRIUMPH OVER HANDICAP

Here's a story about a company that found itself playing the role of the Good Samaritan . . . and all unknown'st. As far as the Aluminum Goods Manufacturing Co., Manitowoc, Wis., was concerned, the company was trying merely to turn out a first-class pressure cooker, the Mirro-Matic. It was making a cooker which, it knew, would simplify any cook's task. And then one day a letter came to Aluminum Goods. It was from Mrs. William A. Duren, of Chippewa Falls, Wis., and it said, in part: ". . . It is so much safer for me to use my Mirro-Matic than to fry or simmer or boil in the ordinary kettle, as I am never quite sure what is happening, depending on the size of the meat or vegetables or their tough or tender quality." Mrs. Duren, you see, is blind.

After their first shock had worn off, some of the executives of Aluminum Goods got together at lunch one day and talked about the letter. They shook their heads over it in amazement and as one of them said, "If we hadn't been a bunch of hard-headed businessmen we might have had to make a furtive dab or two at our eyes."

Strangely enough Mrs. Duren's letter wasn't the only one. The company got several more letters from blind cooks—women who had once prided themselves on their cooking and who had, until they used a pressure cooker—the Mirro-Matic in particular—served up overdone or undercooked meals to their families, burned themselves and often had to throw away the meals they had prepared. With a Mirro-Matic pressure cooker, on the other hand, with its audible automatic pressure control which automatically limits pressure, permits release of excess steam, and jingles when the heat should be turned down, even a blind woman could hold her own in the kitchen. Visual gauges, of course, would be an obstacle to the blind.

And so these same executives came up with a real idea: A cookbook for the blind! They took their problem to the Braille-Press, Inc., Boston, and the Technical Research Division of the American Foundation for the Blind, Inc., New York City; together they have turned out their cookbook. Everyone concerned has been amazed at the tremendous demand for the book. Aluminum Goods now includes the single-volume book with each of the Mirro-Matic pressure cookers. But the company was further amazed to discover, in the process of preparing its cookbook, that there had never been a Braille-Press cookbook, designed for cooking with a pressure device.

This Braille-Press Edition is a simplified version of the company's standard instruction and recipe book. It's made up, for the most part, of the essentials of timing and pressure charts. It doesn't include specific recipes, but it does explain the conversion of familiar or standard recipes to pressure cooking requirements. The company believed that by planning the book this way it would have a broader usefulness, unlimited by pre-selected recipes.

And the offshoot of all this good work by a manufacturer is this reward: The Mirro-Matic is now the official pressure cooker used in home economics instructions at the New York School for the Blind, Batavia, N. Y.

Who says industry doesn't have a heart? Ever hear of ". . . scatter your bread upon the water?"

INDIANAPOLIS

63.5%

ABOVE
the **NATIONAL**
AVERAGE in
Net Income Per Capita*

... and an **EVENING** Newspaper Market!

• Take a good look at the Indianapolis market ... 63.5% above the national average in per capita net effective buying power!

Also, during the past year Indianapolis jumped from 17.01% of Indiana's total retail sales to 18.49%—the largest increase in the state. So you see the people in Indianapolis have money to spend and are spending it.

Now just a few more facts. An impartial survey conducted by *Sales Management* recently showed that Indianapolis is the nation's third best test city in the 100,000-500,000 group—and that in this city the advertisers' preference ratio of evening newspapers over morning newspapers was *eight to three*.

For resultful coverage of Indianapolis and the 33 surrounding counties your logical choice is *The*

Indianapolis News ... an evening newspaper with the largest advertising volume and the greatest reader influence in the market. For 79 years *The News* has been the most powerful medium in its market ... because central Indiana people believe in it and in its advertisers!

Per Capita Net Effective Buying Power

Indianapolis \$1950	Detroit.....1554
Louisville.....1807	Minneapolis.....1856
Columbus, O.....1475	Chicago.....1781
Cincinnati.....1794	Milwaukee.....1751
Dayton.....1551	St. Paul.....1597

*Sales Management's Survey of Buying Power, 1948 Edition

THE INDIANAPOLIS NEWS



FIRST IN DAILY ADVERTISING
FIRST IN READER RESPONSIVENESS
FIRST IN THE HEARTS OF HOOSIERDOM

THE GREAT HOOSIER DAILY ALONE DOES THE NEWSPAPER JOB

DAN A. CARROLL, 110 E. 42nd St., New York 17 • The JOHN E. LUTZ CO., 435 N. Michigan Ave., Chicago 11 • JOS. F. BREEZE, Bus. Mgr., Indianapolis 6

JUNE 1, 1948

The 5th cover sells corsets



* "...after 10 consecutive seasons we're still using THIS WEEK. And with THIS WEEK's constantly growing circulation — they tell me it now reaches every 4th home in America — its value to us is growing from year to year."

P. W. Hine
I. Newman & Sons

The 5th cover sells men's toiletries



* "We never miss being in THIS WEEK Magazine during the most important selling periods of the year."
WILLIAM L. SCHULTZ, President
Shulton, Inc.

*From trade paper announcements
to their dealers.

How to reach millions without Spending millions

ON your left is a toiletries company whom many would call a big advertiser—and a corset company whose advertising dollars have to have a two-way stretch.

Both are rubbing elbows in THIS WEEK Magazine—and both are doing a big sales job. For it's not the millions you spend, *but the millions you reach*, that makes your campaign big.

Whether your budget is corset-size or toiletries-size, TWM can help you reach

over 8½ million families, 19 million readers, every 4th home in America. And most important, this national magazine delivers your message inside of a "5th Cover"—the Sunday newspaper where your key-city dealers run their own advertising.

Let TWM and its "5th Cover" team up for you, and you'll find your local dealers can team up *with* you—in the very same newspapers that carry your THIS WEEK campaign.

THIS WEEK

OVER 8½ MILLION CIRCULATION

Magazine

OVER 19 MILLION READERS

AND 24 OF AMERICA'S MOST INFLUENTIAL NEWSPAPERS

The Atlanta Journal
The Baltimore Sunday Sun
The Birmingham News
The Boston Herald
The Chicago Daily News*
The Cincinnati Enquirer
Cleveland Plain Dealer
The Dallas Morning News

Des Moines Sunday Register
The Detroit News
The Indianapolis Star
Los Angeles Times
The Memphis Commercial Appeal
The Milwaukee Journal
Minneapolis Sunday Tribune
New York Herald Tribune

The Philadelphia Sunday Bulletin
The Pittsburgh Press
Portland Oregon Journal
Rochester Democrat & Chronicle
St. Louis Globe-Democrat
San Francisco Chronicle
The Spokane Spokesman-Review
The Washington Sunday Star

* Saturday Edition

432,089

weekday all-time high circulation

554,187

Sunday all-time high circulation

- ♦ *These were the average net paid circulation figures of The Detroit News for the six-month period ended March 31, as submitted by the publishers to the A.B.C.*
- ♦ *These are the highest circulation figures attained for any six-month period in The Detroit News' 75-year history.*

The Detroit News

THE HOME NEWSPAPER



National Representatives: Dan A. Carroll, 110 E. 42nd St., New York 17—The John E. Lutz Co., Tribune Tower, Chicago 11

Owners and Operators of Radio Stations WWJ, WWJ-FM, WWJ-TV

NEWS REEL



DON L. JOHNSON

Named sales manager of the Grocery Products Division of American Maize-Products Co., has been assistant sales manager in charge of field operations.



HARRY I. JOHNSTON

Elected a director and vice-president in charge of sales for Freedom-Valvoline Oil Co., was formerly manager of sales and with the firm 27 years.



EARL D. STEIMER

Joining Owens-Illinois Glass Co. in July, 1946, as a field supervisor, he is appointed Pacific Coast market development manager for the company.



RALPH P. FAHEY

With Remington-Rand, Inc., 10 years, is promoted to general sales manager in charge of both national sales and service for the Electric Shaver Division.



L. L. LUNENSCHLOSS

Continuing as vice-president in charge of gas sales, is elected vice-president in charge of hospital equipment sales for The Ohio Chemical & Mfg. Co.



R. R. COMPTON

Appointed sales promotion manager of Nash Motors Division, Nash-Kelvinator Corp., for United States and Canada, was formerly central regional manager.



R. C. TAYLOR, JR.

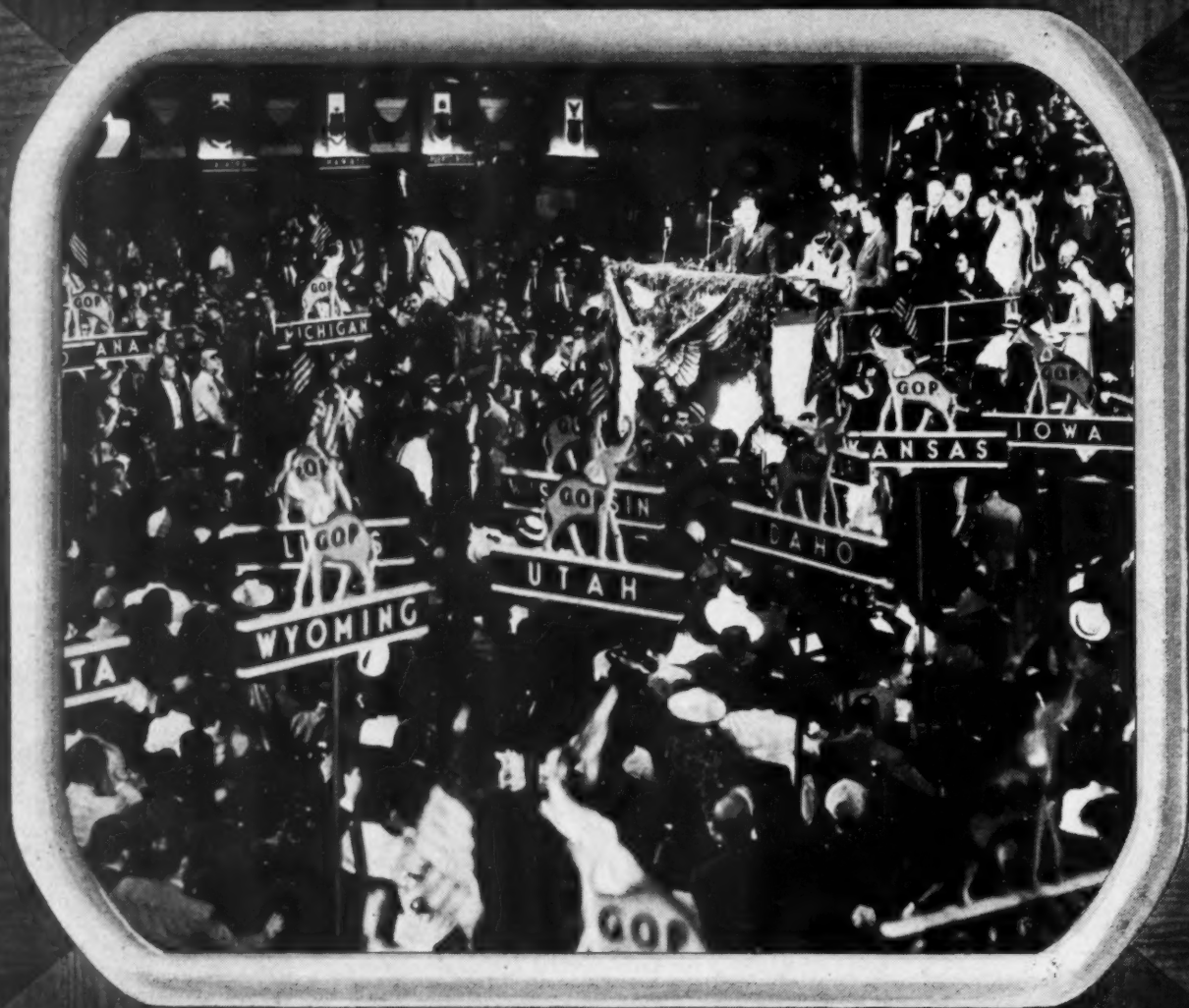
Newly elected vice-president in charge of sales for The Trailmobile Co., was formerly manager of distributor sales and head of truck body division.



GEORGE W. TOELLER

Succeeding Dr. James T. Case, is elected president and general manager of The Battle Creek Food Co., manufacturer of Special Purpose Foods since 1889.

On Television! ... LIFE and NBC to bring



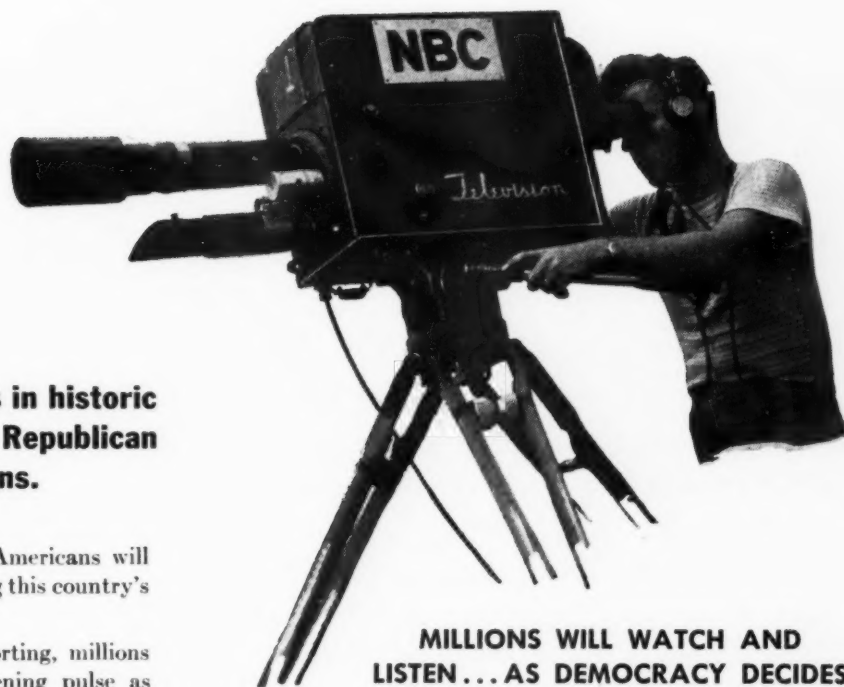
"Alabama casts twenty-four votes for Oscar W. Underwood!"

Almost with that one phrase, radio came of age in 1924. Now television is at the same crossroads. LIFE and NBC will give the 1948 conven-

tions coverage that radio or the experimental television of 1940 (above) never dreamed of. Background, films, on-the-scene coverage from every angle should make this the great landmark in television.

SALES MANAGEMENT

millions democracy's biggest show



LIFE and NBC to join hands in historic television broadcasts of Republican and Democratic Conventions.

This June and July, some 5 million Americans will see democracy at work nominating this country's next president.

Through NBC's cameras and reporting, millions will look and listen with a quickening pulse as the big speeches are made . . . and share, as if they were actually there, the electric excitement as some delegate casts the ballot that swings the whole convention.

With LIFE's editors they will track down and interview the candidates, the campaign managers and the men behind the ballots . . . walk through closed doors to catch the significant sidelights . . . go to hotel rooms or to campaign headquarters: wherever the colorful events are taking place and the meaningful news is being made.

They will see background films specially made by "The March of Time" to throw light on the candidates and the whole convention procedure.

Through its staff of political reporters, its picture sense, its ability to clarify the complicated—LIFE will do everything it can to make this not only an

MILLIONS WILL WATCH AND LISTEN . . . AS DEMOCRACY DECIDES

exciting and rewarding event but one that will be genuinely useful to the American people.

This historic joint venture in journalism begins June 21st on these network stations:

WNBTV, New York	WRGB, Schenectady
WNBW, Washington	WBZ-TV, Boston
WBAL-TV, Baltimore	WTVR, Richmond
WPTZ, Philadelphia	

Also daily résumés on these affiliated stations:

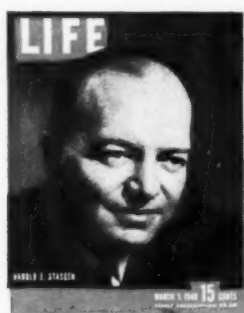
KSD-TV, St. Louis	WBEN-TV, Buffalo
WWJ-TV, Detroit	KOB-TV, Albuquerque
WTMJ-TV, Milwaukee	WTVT, Toledo
KSTP-TV, St. Paul-Minneapolis	KCPN, Fort Worth
WLWT, Cincinnati	

Televising of the Republican Convention will start June 21 and of the Democratic Convention July 12.

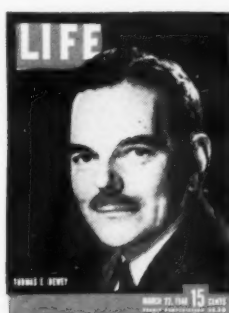
Life, 9 Rockefeller Plaza, N. Y. C. 20



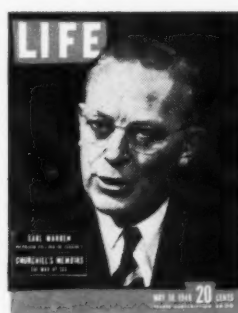
TAFT?



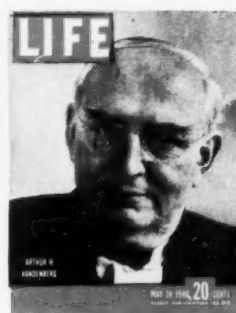
STASSEN?



DEWEY?



WARREN?



VANDENBERG?

JUNE 1, 1948

How important are 25 years ?

ONE LONG-TERM MEASURE of an advertising agency is its ability both to change and to resist change.

In striving ever to improve the quality of its work, it must be party to the myriad inventions—intellectual and material—by which progress is measured.

But in preserving the character and integrity of its work, an agency must resist all efforts to change those basic qualities on which its reputation and its inspiration are founded.

If, by preserving the latter, it impels the former, each year becomes more useful than the last.

In the year of our twenty fifth anniversary—which we celebrate this May—Young & Rubicam publicly restates some of the beliefs we live by.

Y&R's philosophy

1. An agency must excel in ingenuity, thoroughness, restlessness

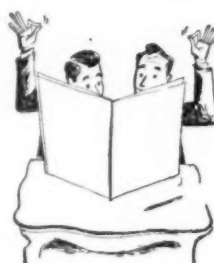


Ingenuity—the resourcefulness to command a bigger proportion of the public's attention for a client's advertising than his competitors are getting for theirs.

Thoroughness—the ability to completely surround and penetrate a selling problem.

Restlessness—a state of mind that compels an advertising agency to seek a still better way to do a job, after a good way has been found.

2. A job must satisfy not only the client —but Young & Rubicam



Good advertising cannot thrive in an atmosphere of "pleasing the client at any cost."

We want the client to believe in the advertising we prepare for him. But—equally important—we must believe in it ourselves.

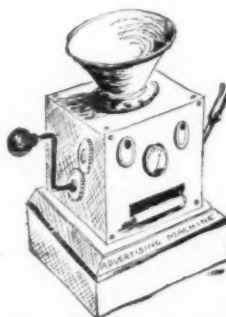
3. "Brass Hat" doesn't mean brass knuckles



Any executive of Young & Rubicam can lose an argument to a subordinate.

For it is Young & Rubicam's belief that problems are solved better with reason than by coercion; that the agency will profit most from a man's mind if he feels free to express his honest convictions in any situation.

4. There is no such thing as an "all-round" advertising man



It is our belief that an outstanding advertising man may be capable in many phases of advertising, but that he will excel in one.

Letting each man devote his entire ability to the thing he does best has proved to be one good form of insurance against undernourished thinking.

5. "Formula" is another name for "rut"



We believe that the sales problems of products are as individual as eyesight, and that advertising should be fitted to them as carefully as glasses are fitted to the eyes.

Any attempt to formularize advertising places too much responsibility on experience, and too little on original thought.

6. An agency should be alive to the world outside of advertising and business



It should study the things that appeal to people in the field of politics, news columns, movies, the stage, the pulpit or fiction.

And it should be able to apply its findings to the constant improvement of the advertising it prepares.

7. It is more important to develop present business than to get new business



The reward of ownership in Young & Rubicam has been given for the ability to serve business rather than to get business.

In each Young & Rubicam office, one man devotes *part* of his time to soliciting new accounts.

The inference

25 YEARS AGO THIS MONTH, Young & Rubicam was an advertising agency which had some definite convictions—but no business.

We still have the convictions. And we believe sincerely that *because* we still have them, the following businesses have chosen to advertise through Young & Rubicam, Inc.

Clients of Young & Rubicam, Inc.

Following is a list of companies whose advertising is handled—in whole or in part—by Young & Rubicam. The companies are listed in chronological order.

1924

General Foods Corporation

1926

International Silver Company

1927

The Borden Company
Johnson & Johnson

1930

The Travelers Insurance Co.

1931

American Home Foods, Inc.
Cluett, Peabody & Co., Inc.

1932

Gulf Oil Corporation
The Rath Packing Company
The Personal Products Corp.
Packard Motor Car Company
Parke, Davis & Company
Northern Paper Mills
The Centaur-Caldwell Division
of Sterling Drug, Inc.

1933

Bissell Carpet Sweeper Company
Frankfort Distillers Corporation

1935

General Aniline & Film Corp.
The National Sugar Refining Co.
Bristol-Myers Company

1936

Life Savers Corporation
Drake Bakeries, Incorporated

1937

Motor Wheel Corporation
The Singer Sewing Machine Co.
Metropolitan Life Insurance Co.

1938

Thomas J. Lipton, Inc.
Time, Inc.
The Drackett Company

1938 (Continued)

Sanforized Division of Cluett,
Peabody & Co., Inc.
Cannon Mills, Inc.

1939

Simmons Company

1940

Hotels Statler Company, Inc.
American Can Company
Royal Typewriter Company, Inc.
Lever Brothers Company
John F. Jelke Company

1941

The Pullman Company
Celanese Corporation of America

1942

Consolidated Vultee Aircraft
Corporation

1943

Good Housekeeping Magazine
Petri Wine Company
The Goodyear Tire & Rubber
Company, Inc.
General Electric Company

1945

Duffy-Mott Company, Inc.
Hunt Foods Inc.
Purity Bakeries
Hammond Instrument Company

1946

Pepsi-Cola Company
(Everess Sparkling Water)
O'Cedar Corp'n.
Chester H. Roth Co., Inc.
Dictaphone Corporation
Northam Warren Corporation

1947

The Permanente Metals Corpo-
ration, and Permanente
Products Company
Bigelow-Sanford Carpet Co., Inc.
Scovill Manufacturing Company
Jos. Schlitz Brewing Company

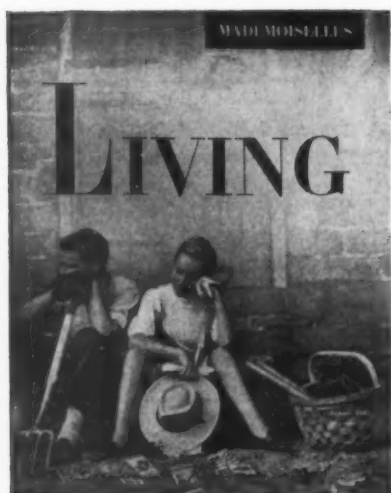
YOUNG & RUBICAM, INC.

ADVERTISING

New York Chicago Detroit San Francisco Hollywood Montreal Toronto Mexico City London

JUNE 1, 1948

there's a
reason
for



Young homemakers want
everything that
promises them richer
living. They will
see promise in
your products if
they see them
in the pages of
their own magazine

MADMOISELLE'S

LIVING

the magazine for
smart young homemakers

A Street & Smith publication
122 East 42 Street, New York



BY T. HARRY THOMPSON

June . . . the month of roses, of brides, of nominating conventions . . . the month which most of us north of Jacksonville have waited for to blot-out memories of a dirty, dismal Winter.

Personally, I shall also try to forget the \$8 I was nicked for a single snow-removal by a man who shoveled first and billed later.

Reading back to the opening paragraph, that should have been "nominating convention," singular. The Republicans in June, the Democrats in July. I hope to case them both by Philcovision.

Kirby Katz, copywriter and ex-Marine, tells me about the Leatherneck who was given a week's furlough for a honeymoon, which he spent at Niagara Falls. He wired his commanding officer: "REQUEST EXTENSION OF LEAVE. IT'S WONDERFUL HERE." In less time than it takes to tell, he got this return-wire from the C. O.: "IT'S WONDERFUL ANYWHERE. GET BACK TO YOUR POST."

Who remembers when newspapers were a penny apiece?

NIT—"I hear the other animals at the zoo try to avoid the peccary."

WIT—"Yeah; they say he's an awful boar."

M. I. Pitkin, who writes the delightful promotional bulletin, "The Better Way," for *Cosmopolitan*, quotes Beardsley Ruml on exercise: "If you ever see me on a tennis-court, it's because I'm crossing it on my way to a Scotch-and-soda."

"Weeping and waiting is not enough."—Louise McNeill, in *Farm Journal*. They isn't?

Comes a shooting war and another material shortage, that will probably finish the New Look, and not a minute too soon for me.

MYRT—"Do you believe in clubs for women?"

BERT—"Yes, if kindness fails."

—Kasco Informant.

Postcards Charlie Shaw from Beloit: "Meant to tell you a long time ago that I went along with you on hyphen for 'ice-cream.' Have used it since I started here (Taylor Freezer) in 1935, and don't see why everybody doesn't do the same."

HEADLINE PARADE

To maintain lawn order.—*Cyclone Fence*.

She came in on the Super Chief.—*Santa Fe Lines*.

Yours for Years.—*Johnson Sea-Horses*.

Keen about sharp knives?—*Ham-macher-Schlemmer*.

How to shine in a shower.—*Fynlile Raincoats*.

Tendons for a titan's wrist.—*Plymouth Cordage*.

Turn on your own "rain" whenever you need it!—*Alcoa Aluminum Irrigation-Pipe*.

Just for fun!—*Bermuda*.

My Love Wears Black.—*Book-title*.

More grip, less slip.—*Kelly Tires*.

I enjoyed the King Fish trying to convince Andy of a congenital fear of fireplugs, which he called "hydrant-phobia."

I think this is a stopper which Dr. Hess & Clark, Inc., had in *Country Gentleman*: "Are you still feeding lamb-chops to worms?"

It just occurs to me that the residents of Allen's Alley never go anywhere. They always answer Fred's knock on Sunday nights.

On the China front, the legend may be revised to read: "The Marines have departed, and the situation is well out of hand."

As Socialist England must have found out, in a "controlled economy," there's usually more control and less economy.

Russia is said to have a well-organized Fifth Column here, but the biggest underground movement in this country is the subway-system.

SALES MANAGEMENT



Kite Tails Carry a Sales Tale

Flying a kite is one of the first joint projects where father and son team up to impress mother. Every kite in the sky is like a proud banner proclaiming a family achievement.

For advertisers they are a talisman of a better market, for families are always buying. They are a constant market for all goods and young families in the process of accumulation *buy more of everything.*

In Chicago, the Herald-American is the preferred newspaper of young, active, on-the-way-up families. It is their kind of a newspaper. It publishes more of their favorite features, gives them greater news coverage quickly and concisely.

In Chicago, you sell more by advertising in the Herald-American because it goes into the home, reaches and sells the whole family.

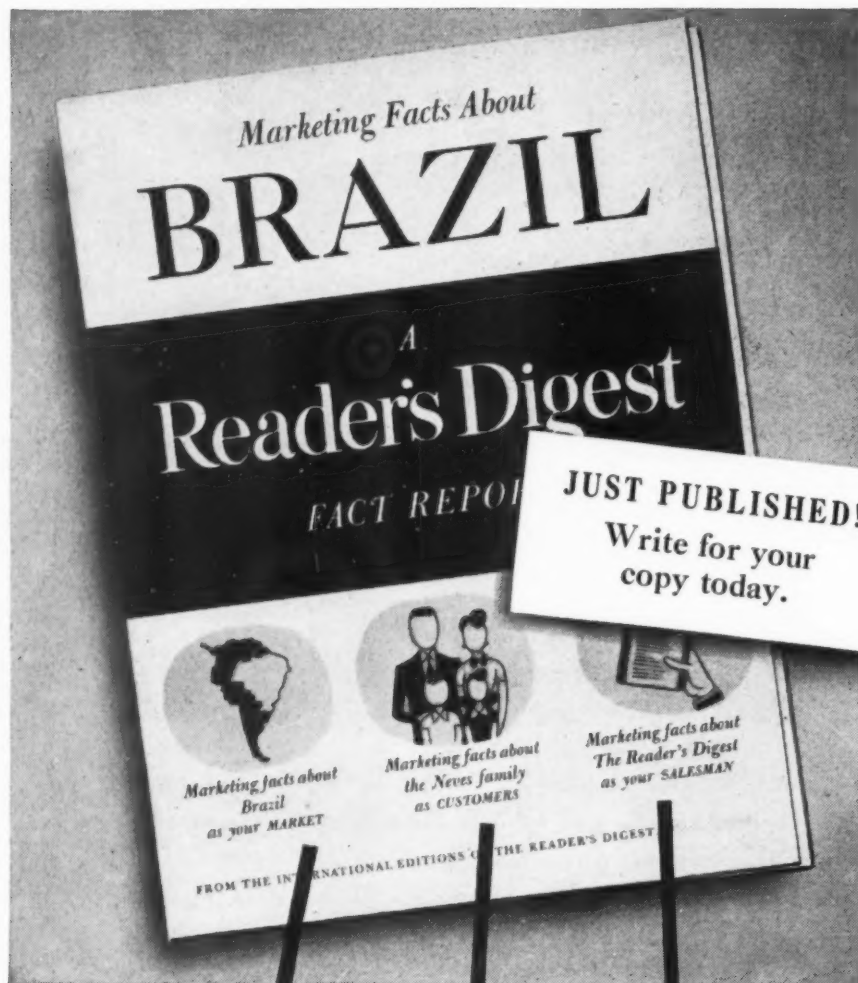
You can profitably influence the purchases of over 500,000 families each evening and more than a million on Sunday by placing your advertising in the

Chicago HERALD-AMERICAN

EVENING AND SUNDAY—when the whole family is together!

Nationally Represented by HEARST ADVERTISING SERVICE

JUNE 1, 1948



Marketing Facts on Brazil

for executives interested in export

Marketing facts about
Brazil
as your MARKET

Marketing facts about
The Reader's Digest
as your SALESMAN

Marketing facts about
the Neves family
as CUSTOMERS

For your copy write or phone: Alan Legg, International
Editions of The Reader's Digest, 8 West 40th Street,
New York 19, N.Y., LAckawanna 4-0900.

International Editions of

The Reader's Digest

The world's most widely read magazine

As a chocolate-center, Caracas puts Venezuela in the most-flavored-nation column.

The most lubricious orators doubtless use tung-oil.

In the interest of world-health, the UN should show Russia that old sign found in railway-stations: "Spitzbergen Is Forbidden."

If headaches develop in the Presidential race soon to get under way, it won't be for lack of aspirants.

To hear our bookseller tell it, Boston is as well known for *bans* as for beans.

I would be the last to deny our ex-servicemen a thing, but it's still unfortunate that the word *gimme* begins with GI.

If she wants to keep a job in the movies, a girl has to be her sylph.

She must look well to her complexion, too. Hollywood won't tolerate The Unpardonable Skin.

Each Spring, John Lewis turns a miner problem into a major one.

The columnist's trade is a sort of Battle of Lexicon.

Curtis Research relays the info that air-conditioning is one of the strong factors influencing the growth-trend of southern and western states.

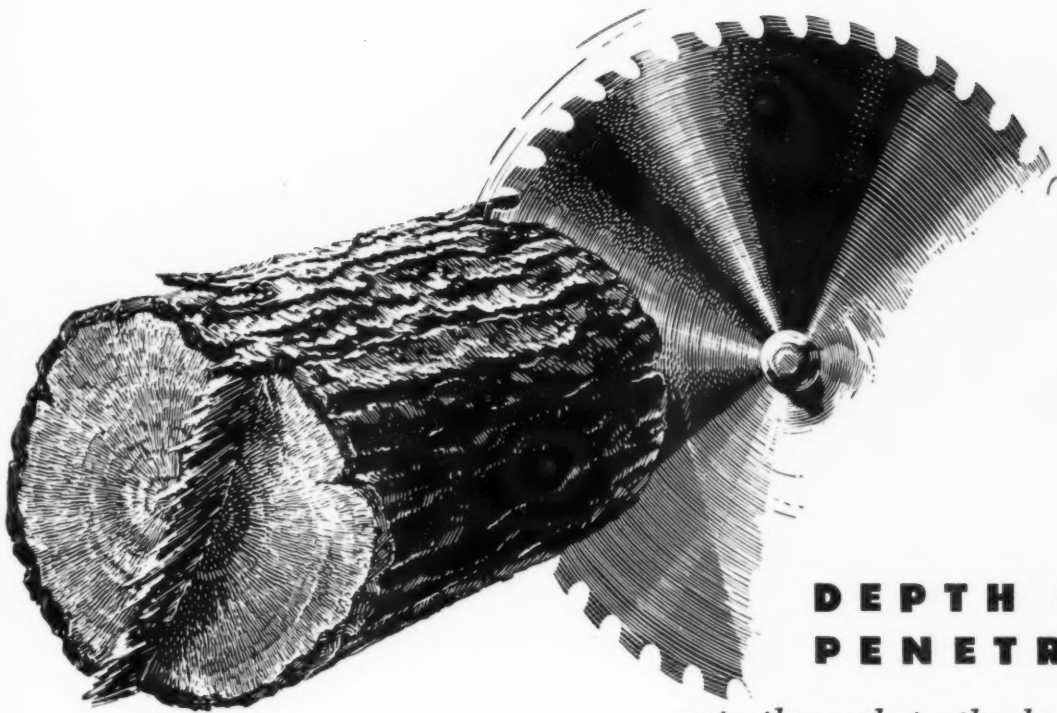
Harry Casey kicks in with a few fast ones: Radio comedians must keep their wits about them . . . Some advertising geniuses have an immense capacity for giving pain . . . Advertising is paved with good intentions . . . Our own Kinsey Report: We like Kinsey Whisky in 25 words or less . . . *All* trees are dogwoods . . . Washington politicians are not alone in complaining about "public smears." Lipstick worries a lot of advertising guys, too.

Maybe there is better 4-color letterpress than revealed regularly on the front cover of *Look*, but I wouldn't know where to look for it.

I forgot to report on "General Electric Steam-Iron Week" back there in April.

And a belated hooray for Income-Tax Reduction!

SALES MANAGEMENT



DEPTH OF PENETRATION

cuts through to the buying impulse

When you advertise your goods or services in THE CHRISTIAN SCIENCE MONITOR, your sales message penetrates right to the heart of the buying impulse of this important market. That is because readers of this international daily newspaper rely thoroughly upon both its news and advertising columns. They have proved its reliability, and they make it a practice to buy products advertised in this their favorite newspaper.

In fact, manufacturers find many times that consumer resistance actually develops into *consumer insistence*, when their advertising appears in the MONITOR. Readers of the MONITOR ask for the brand they have seen advertised in this newspaper.

In addition, the "spendable income"—money available for worthwhile products—is well above the average among MONITOR readers. Many national advertisers have found that a regular schedule of advertising in the MONITOR increases sales at modest cost. We shall be very glad to prepare such a custom-built program of advertising for you.—THE CHRISTIAN SCIENCE MONITOR, One, Norway Street, Boston 15, Massachusetts.

*News, Advertising, Readership
Devoted to Building a
Better Civilization*

SPEAKING OF DEPTH OF PENETRATION, HERE IS WHAT ONE ADVERTISER SAYS: "We feel that we can state without qualification that the advertising that we do in The Christian Science Monitor is the most 'resultful' to a dollar of any newspaper advertising that we do."

The CHRISTIAN SCIENCE MONITOR

An International Daily Newspaper

Branch Offices

NEW YORK: 500 Fifth Avenue
CHICAGO: 333 N. Michigan Avenue
DETROIT: 3-101 General Motors Building
KANSAS CITY: 1002 Walnut Street
SAN FRANCISCO: 625 Market Street
LOS ANGELES: 650 S. Grand Avenue
SEATTLE: 824 Skinner Building
PARIS: 56 Faubourg Saint Honore
LONDON, W.C. 2: Connaught House,
163/4 Strand
GENEVA: 28 Rue du Cendrier

Listen every Tuesday night to
"THE CHRISTIAN SCIENCE MONITOR VIEWS THE NEWS"
with Erwin D. Canham, Editor, over the ABC network



Pardon me, sir

CAN YOU describe the most fascinating pair of eyes you have ever seen? . . . HAVE any of your faults made you a better man? . . . WHAT person in American history interests you most? . . . SHOULD a captain go down with his ship? Why?

◀ JIMMY JEMAIL is a man who has made a career of asking all kinds of questions of all kinds of people, and publishing their pictures and answers in his column in the New York News.

Pioneer of Inquiring Photographers, he often found the 1921 public cool, puzzled, or even resentful at his queries.

Today, after twenty-seven years on the job, he is as well known as Santa Claus, and must work fast to avoid crowds.

On meeting Jemail, the typical New Yorker poses nonchalantly as a chorus girl on shipboard, and sounds off—usually not so nonchalantly.

He is the poor man's Interview With The Press, and appearance in his column confers a temporary celebrity, with clippings going to Aunt Dora in Dubuque and Uncle Olaf in Ostmark.

And his *Inquiring Photographer* column is read by 7 out of 10 News readers, draws 30,000 letters a year, makes conversations at a million breakfast tables!

(PRE-GALLUP poller, Diogenes of a democratic era, Jimmy Jemal has probed the public mind on almost every possible topic. Some of his columns have had amazing consequences.

ONE TIME he asked the child inmates of the New York Foundling Hospital, "What would you like best for Christmas?"

Five-year-old Bobby answered, "A real

...(Miss or Madam...)



mummy and daddy," and got his wish. Hundreds of other children were adopted by parents who couldn't have Bobby!

Another child's request for a wagon swamped the Hospital with wagons.

The Foundling Hospital column is now a pre-Christmas perennial that brings a surplus of checks and gifts shared with other institutions.

IF YOU COULD hear a voice from the past on a record, whose would you like most to hear? . . . was asked when electrical transcription was new.

One New Yorker answered, "The voice of Jesus Christ" . . . and for years afterward was the recipient of letters from all over the world, calls the experience the most interesting of his life!

ONE WOMAN told Jemail she wanted more than anything else the return of her under-age son enlisted in the Canadian Army.

Canadian readers wrote their military attache in Washington. In a few weeks the boy was home.

DURING THE WAR, unsavory gossip dropped WAVE enlistments in New York to three a day.

Jemail asked mothers, "Has your daughter benefited by joining the WAVES?" . . . and New York exceeded its WAVE quota.

IN CAPETOWN, Africa, a man saw in Jemail's column the picture of a brother missing for thirty years, and a reunion followed.

An interview with Pat Mulkern, struggling publisher of the four-page Hobo News, brought offers of help from other writers, started subscriptions and revenues climbing.

ON AN ASSIGNMENT most reporters do perfunctorily, drop as soon as possible, Jemail built

a considerable personal reputation.

He has been the subject of stories in Reader's Digest, Time, Liberty, Newsweek, Pageant and other periodicals . . . written many articles, made scores of broadcasts, received innumerable offers in other fields. *The late Judge Gary wanted him to come with Big Steel and learn the business!*

IN ADDITION to producing a popular feature, Jemail has done a remarkable public relations job.

Taking pictures of some 70,000 people, and talking to hundreds of thousands more, he has given a small-town intimacy to this largest of metropolitan newspapers, made millions of readers realize that The News is interested in their opinions, their affairs, their interests.

And readers of The News have reciprocated with a loyalty and confidence reflected not only in circulation growth but advertising results!

SOME ADVERTISERS mistake the mere arithmetic of 2,375,000 copies daily and 4,600,000 Sunday as the motif of The News as an advertising medium.

Yet these huge circulations might be so much waste paper . . . without the entente between reader and paper, the plus-factor of the personal touch that helps to open eyes and hearts, move minds and merchandise!

A quarter-century of familiarity, of trust and liking . . . makes The News the dynamic, productive medium that sells more goods to more people than any other medium on earth.

No advertiser seeking public preference can sensibly overlook a publication so much preferred by so many people!

THE NEWS, New York's Picture Newspaper,
220 East 42nd St., New York City . . . Tribune Tower, Chicago
155 Montgomery St., San Francisco.



PUT THESE SHOPPERS BACK COVER



● You put 53.4% of Baltimore's 398,994* shopping families into your sales picture with the News-Post. Concentrated in the City and Retail Trading Zone—they're families who read—families who buy. And for 213,009 of them, the News-Post is their favorite evening paper. (Total Net Paid—226,464).

● With the number of workers in Baltimore's Metropolitan District up 129,000 since 1940** —thorough coverage is more important to your selling strategy than ever.

● To be certain of your share in this rapidly expanding market—make certain you're in the News-Post. It's the only paper that's read by more than half of Baltimore every evening.

To bring your Baltimore sales up to par bring your Baltimore market information up to date.

*A. B. C. City and Retail Trading Zone based on Bureau of Census 1947 Report for Baltimore Metropolitan District

**Bureau of Census 1947 Report

First in circulation in the 6th largest city
Baltimore News-Post

A HEARST NEWSPAPER

NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE

INTO THE PICTURE TO BALTIMORE



JUNE 1, 1948

WHY KEEP UP WITH JONES IN SELLING TO BUSINESS?

By PETER KONDRAS

Media Director
Lewis & Gilman
Philadelphia

Sure, it pays to keep one eye cocked on the advertising of your competitor, Jones. It also pays to watch what he's *not* doing—to look for the business advertising opportunities which he is passing up.

For instance, the *mass technique* might put you far out in front of Jones. Consider the advantages of having your product or service widely accepted by the business community of America while most people are still wondering just what it is that Jones has to sell.

Like any other good advertising idea, the *mass technique* is simplicity itself:

(1) Buy the circulation you need to reach the *mass* of America's business community. This is possible because the four leading general business magazines now offer you 1,335,000 executive subscribers at economical rates.

(2) Hammer away with your sales message until *everybody* understands it well—until one business man can tell another over the luncheon table what it is you sell and why.

This concept is still new. It's a wide open opportunity for the pioneer who wants the profits which come with keeping ahead of competition.

This may be your chance to get in a position where *Jones will have to keep up with you!*

• • •

This column is sponsored by *Nation's Business* to promote the use of a "mass technique" in selling the business market of America.

Four leading general business magazines offer you a combined circulation of 1,335,000 executive subscribers. This means over fifteen million pages a year on 12-13 time schedule.

	Guaranteed Circulation	B & W Page
Nation's Business	575,000	\$3,000
U. S. News & World Report	350,000	2,400
Fortune	235,000	2,900
Business Week	175,000	1,575
	1,335,000	\$9,875

We'll be glad to give you a more detailed picture of the mass coverage now available to your business. Write for free booklet, *Nation's Business*, Washington, D. C.

(Advertisement)

WASHINGTON BULLETIN BOARD

Pricing on Quantity Sales

What is the effect of the Morton Salt decision on quantity sales price discounts?

The Supreme Court decision in the Morton Salt case should send company policy-makers back for a careful review of the Robinson-Patman Act because it gives the Federal Trade Commission the broadest base it has yet had for action where discounts enter the sales competition picture. The Court upheld FTC's 1945 order against Morton Salt Co. and declared illegal the company's wholesale discount plan which enabled the largest purchasers to undersell smaller competitors.

A highlight of the decision, greatly strengthening FTC's hand in other Clayton Anti-Trust cases, was the Court's finding that FTC may bar discriminatory prices upon the "reasonable possibility" that different prices for like goods to competing purchasers may substantially lessen or destroy competition. The Court said that FTC need not show actual injury to competition.

The opinion also underlined the fact that the burden of proving that quantity discount differentials are not justified by the seller's cost savings does not rest on FTC. Once FTC has proved that a seller has charged one purchaser a higher price for like goods than he has charged one or more of the purchaser's competitors, the burden of showing justification is upon the seller, said the court.

Differentials Unjustified

The Commission had held that Morton's quantity price differentials were not shown to be justified by reason of differences in the cost of manufacture, sale or delivery resulting from the differing methods or quantities in which its salt was sold or delivered, and that other "special" discounts were not made in good faith to meet a competitor's equally low price.

Noting that only five large chain stores have ever bought sufficient quantities of salt to qualify for one of the quantity discount brackets, the court said: "Theoretically, these discounts are equally available to all, but functionally they are not. . . .

The legislative history of the Robinson-Patman Act makes it abundantly clear that Congress considered it to be an evil that a large buyer could secure a competitive advantage over a small buyer solely because of the large buyer's quantity purchasing ability. The Robinson-Patman Act was passed to deprive a large buyer of such advantages except to the extent that a lower price could be justified by reason of a seller's diminished costs due to quantity manufacture, delivery or sale or by reason of the seller's good faith effort to meet a competitor's equally low price."

Not Too Sweeping

The court upheld the language of the Commission's cease and desist order against contentions that it was "too sweeping." Reminiscent of the Curtiss Candy Co. case in which FTC enunciated its policy of making the seller prove that discounts to big units are justifiable—thus affecting advertising allowances, buying arrangements and exclusive selling contracts—the Court suggested that FTC draw a sharper line on price differentials. (See SALES MANAGEMENT, December 15, 1947, page 35.)

In the interest of judicial enforcement, the court told FTC its Morton Salt order should be modified insofar as it allows "price differences of less than five cents per case (of salt) which do not tend to lessen, injure or destroy competition." The Court ruled in effect that FTC must make the initial determination as to whether the five-cent price differentials have an adverse effect on competition and not leave that determination to the courts in enforcement proceedings.

An interesting corollary is the fact that about two weeks before the Supreme Court decision, eight salt companies and the Salt Producers Association, Detroit, had complied with orders requiring them to file special reports with FTC concerning their pricing practices. FTC then vacated "notices of default" against them which would have made each company subject to a forfeiture of \$100 a day for each day of its continuance in default. The "notices" concerned compliance with a 1943 order to cease and desist from "an admitted com-



What's wrong here is
ALL RIGHT WITH US

Fall River has 32% of the families in Bristol County . . . BUT accounts for 37.7% of the county's retail sales.

Fall River's above-average share of Bristol County's sales can be traced to the plus spending of the Herald News readers. This newspaper is your constant selling force in 96.9% of the city's families. That's why Fall River's Retail Sales jumped from \$95,252,000 in 1946 to \$103,578,000 in 1947.

FALL RIVER HERALD NEWS

FALL RIVER, MASS.

NATIONAL REPRESENTATIVES KELLY-SMITH CO.

NEW YORK • PHILADELPHIA • CHICAGO • BOSTON • DETROIT • LOS ANGELES • SAN FRANCISCO • ATLANTA

Let Telechron clocks drive home your message



NORGE uses Telechron Advertising Clocks to remind buyers of its varied line of major home appliances. The accurate *electric* time compels attention to the advertising message.

Telechron Advertising Clocks sell for you 24 hours a day. And your name, slogan or trade-mark message on the illuminated dial stays bright and attractive for years.

The clock's cost to you is next to nothing — *less than a dime a month*. A self-liquidating promotion lets you recapture even this.

Dials can be designed in any desired colors to suit your needs. Clocks are available in all standard voltages and frequencies. Clocks are precision-built and lubricated by Telechron's exclusive oiling system for long service, minimum maintenance. Get free descriptive folder. Write Special Clock Division, Dept. N, Telechron Inc., Ashland, Massachusetts.



SEVENTH in per family Food Sales THAT'S VERMONT

And here is your Typical American City ready for study in a test campaign.

Burlington, Vermont

now has an up-to-date market survey. Four pages of maps and analysis. Better write for your copy today or phone the nearest office of

Small, Brewer and Kent, Inc.

The Burlington Free Press

COVERS THE FIELD

bination and conspiracy to fix and maintain the price of salt and to restrict or regulate its production or sale." Five other companies (including Morton) still had failed to comply, and no announcement has been made by FTC as to further action.

The Morton Salt case added to FTC's victory in the April 26 Supreme Court decision upholding FTC in calling the cement industry's "multiple basing-point" pricing system discriminatory. Two days after that, FTC ordered 37 makers of refractory products to end alleged price fixing practices. Meanwhile, it is proceeding with its investigation of pricing policies of the steel industry — fortified by these developments.

Some observers expect these events to stir up agitation in Congress for the O'Hara bill (H.R. 3871) which would strip FTC of its "judge and jury" role, make it a prosecutor only, and require it to take its cases into court for judicial determination rather than issuing cease and desist orders. (See *SALES MANAGEMENT*, August 1, 1947.) However, there does not yet appear to be sufficient steam to put the O'Hara bill through this session, but it may be spotlighted for more strenuous efforts next year.

Domestic Business

What has this Congress done which affects domestic business?

As Congress nears its adjournment date, a checkup of promises and performance show that, while important legislature concerning our defense programs and assistance to foreign countries was passed, little has been accomplished on the domestic front. The one outstanding legislation affecting us tax reduction.

Social Security which was to have been broadened has instead been reduced in scope; minimum wages which soared to high figures in the talk stage will probably remain at their present rate; the Reciprocal Trade Act will be extended for only a short period; rent control and farm price support legislation will be extended though probably modified; national health legislation will probably not go to bat; "inflation controls" about which so much was said early in the session are admitted to be failures; the budget remains high.

If a special session of Congress is called after the political conventions, as it might be, there seems little hope that domestic matters will gain the floors. After all, this is an election year, and most of those close to the picture in Washington felt that little would be done on controversial domestic matters this session.



WHERE 7,523 GROCERY STORES RANG UP SALES OF 1 1/5 BILLION DOLLARS IN '47 *

1 The Los Angeles Examiner knows Los Angeles and the Southern California market better than anyone else. We have compiled basic marketing data for grocery and for 17 other product classifications in our Sales Operating Control. Here's vital aid for plotting your sales potential — planning your sales strategy in this market.

Said a Food Company executive:

"We plan to set-up sales operations with your Sales Operating Control with which we will handle all our distributors and direct sales. We are breaking down volume for each of the sales divisions you have and are setting up a department to analyze each district and our sales activities in them."

2 The Los Angeles Examiner covers this market like no other paper — with the largest circulation daily and Sunday. This telling-selling power is the reason why in 1947 the Los Angeles Examiner carried well over a million lines of national grocery advertising.† Sales power plus sales know-how make the Los Angeles Examiner Southern California's stand-out buy.

*Sales Management Survey of Buying Power, 1947 — Los Angeles, Metropolitan County Area.

†1947 Los Angeles Examiner's National Grocery Advertising Lineage (Evening, Sunday and Supplements) was 1,117,910.

"It puts the market in your lap!" Ask a Hearst Advertising Service Man about Sales Operating in the Southern California Market."



A Hearst Newspaper — Represented Nationally by Hearst Advertising Service

Plan for Flexibility

HERE are views of Chicago Pneumatic Tool Company's exhibit as it appeared in four shows . . . shining examples of the meaning of "plus value" as applied to exhibits.

In addition to performing the important tasks expected of all successful exhibits, this one was planned for flexibility . . . designed so it could be used in many shows embracing a variety of industries.

The pictures graphically illustrate the result of thorough planning and flexible design. The exhibit, in each instance, tells a completely different sales story as well as giving the appearance of having been built especially for the particular show in which it is used.

A new copy slant and changes of equipment, to apply to the show audience, is accomplished with ease. Seating arrangements and showcases may also be varied and re-arranged to meet existing conditions.

Basically, it is the same exhibit but expert pre-planning and careful study of Chicago Pneumatic's overall show program, enabled the designer to come up with this adaptable setting. It affords the client the opportunity to exhibit in more shows at an ever decreasing "per appearance" cost.

Workable ideas in answer to the exhibitor's problem come from "know-how" and experience. These elements, garnished with a deft touch of SHOWMANSHIP, applied by the originators of INDUSTRIAL SHOWMANSHIP, give "plus value" to these workable ideas.

Consult Gardner Displays for your next exhibit program.



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National Railway Appliances Association



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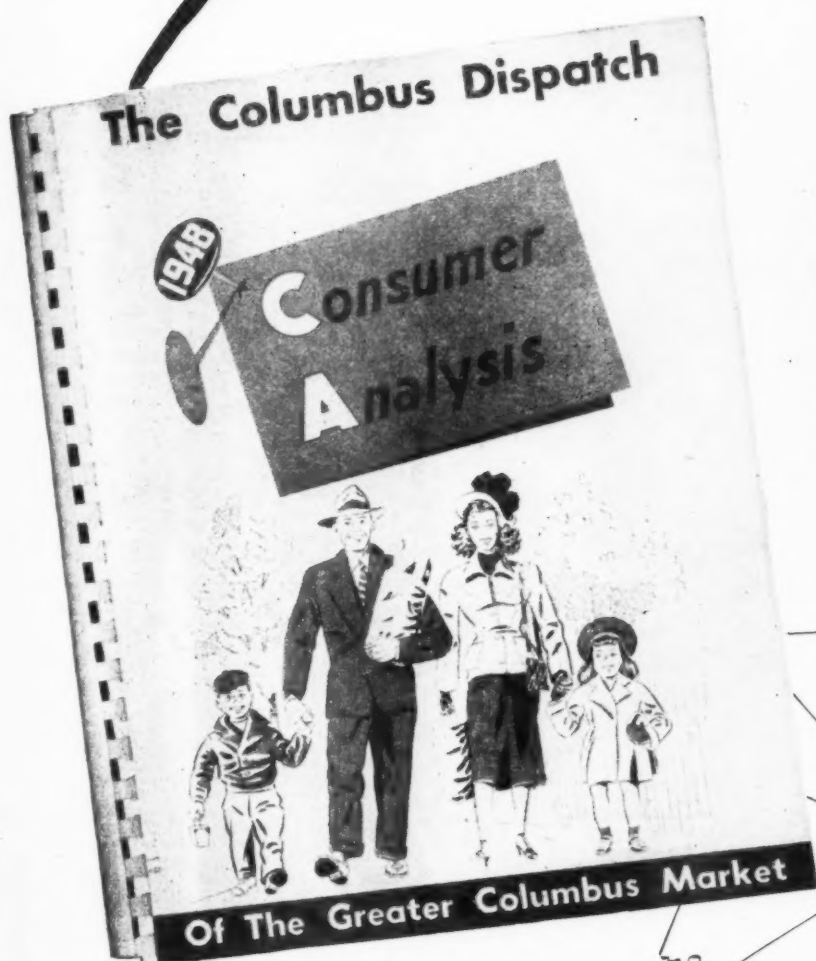
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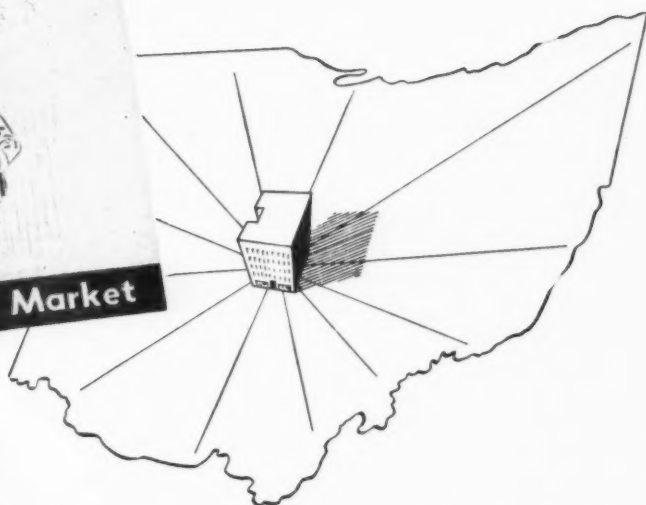
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New edition

READY NOW!



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The second annual Columbus Dispatch Consumer Analysis is ready now! — for agencies, manufacturers and distributors — a 220-page book that excels the widely-used 1947 edition in revealing buying habits and brand preferences of consumers in rich central Ohio.

If you are selling, or plan to sell in central Ohio, goods covered by any of the thumb indexes shown above, you need this book. In addition to valuable market data, it carefully analyzes and tabulates answers of 3,200 families to 740,000 pertinent questions.

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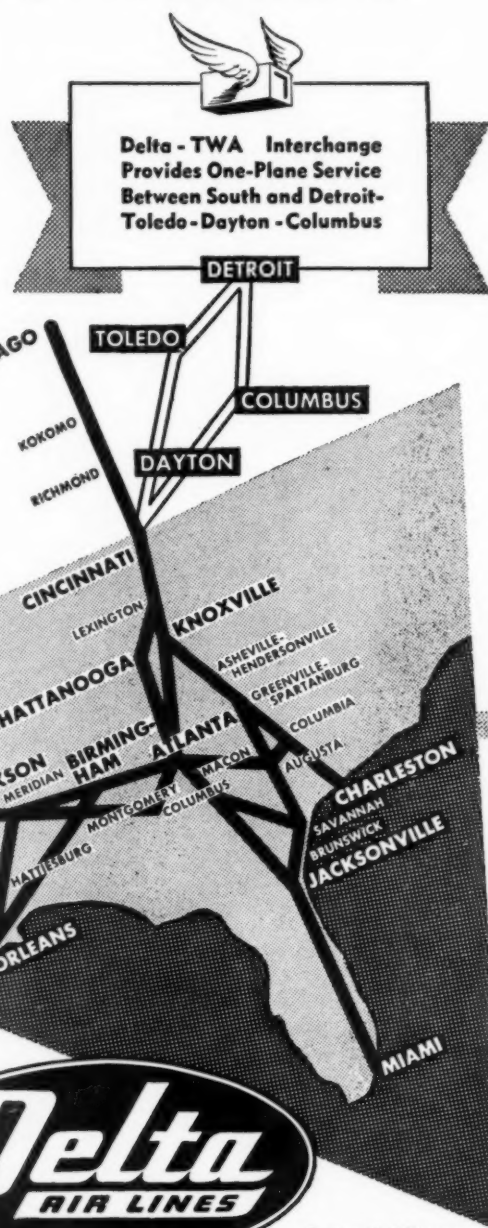
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JUNE 1, 1948

New, Fast AIR FREIGHT SERVICE

FROM **DETROIT**
TO *Delta land*

SHIP TO and from the South via a new and direct air service linking Detroit, Toledo, Dayton and Columbus with 31 Delta cities. This new service, effective June 1, is provided by a Delta-TWA equipment interchange. It gives you shorter, faster routings, with same-day or overnight delivery to all major cities of the South.



Through Flights

A typical interchange flight works this way: a Delta crew flies a 44-passenger DC-4 from New Orleans to Cincinnati, via Birmingham, Atlanta and Knoxville. A routine stop, then a TWA crew flies the same plane to Detroit. Southbound, the process is reversed.

Pick-up and delivery service is offered at your option anywhere on this new route. You can arrange shipments through any Delta or TWA office.

DC-4's flying this run have a cargo capacity of 7,000 pounds per flight. DC-3's give service to all intermediate points.

Delta also operates all-cargo "Flying Freighters" between Chicago-Cincinnati-Atlanta-Birmingham-New Orleans-Dallas-Fort Worth.



General Offices:
Atlanta, Ga.

Typical Rates . . . Here are examples of rates between Delta cities and these new points. For system-wide rates, and flight schedules, call any Delta office. Or write Air Freight Department, Delta Air Lines, Atlanta.

Rates per 100 Pounds Between:

Detroit-Atlanta	\$6.55	Dayton-New Orleans . .	\$8.95
Birmingham-Detroit . .	7.55	Detroit-Knoxville . . .	5.55
New Orleans-Detroit . .	9.90	Toledo-Birmingham . .	7.65
Atlanta-Toledo	6.55	Detroit-Shreveport . .	11.07

Delta Air Freight—Takes a Load Off Your Mind

SIGNIFICANT TRENDS

As seen by the editor of SALES MANAGEMENT for the fortnight ending June 1, 1948

AN OPEN LETTER TO M. W. CLEMENT

Mr. M. W. Clement, President
Pennsylvania Railroad Company
Philadelphia, Pa.

Dear Mr. Clement:

You will recognize the fragment of an official notice which appears below because your company delivered thousands of these notices to employees (You call them "incumbents.") just prior (May 8) to the threatened strike.

These particular employees were not involved in the strike, but you feared you would have to close down, and so you followed standard practice in abolishing their jobs, putting the workers on notice that after the Tuesday deadline they would be furloughed without pay. The strike was called off when the Government seized the roads, and late on Monday, May 10, another official notice told the men that their furloughs had been cancelled.

That was all very legalistic. You felt undoubtedly that you could not carry the thousands of ticket sellers and other clerical and service workers if the trains weren't running, and your agreements with the Brotherhoods called for the procedure of abolishing the jobs and furloughing the workers. *But, Mr. Clement, I ask you in all sincerity whether the notice had to be phrased so coldly?*

Perhaps you wonder how I happen to have a copy of the official notice. Just as I stepped up to a ticket window on May 8 I noticed that the ticket seller (who from the public's point of view is the official *sales* representative of the railroad) was reading a set of mimeographed sheets and was muttering, "the dirty ———." I asked him what the trouble was.

"I'm 19 years with the road. Married, three children. When I report for duty I am handed this. They're not *firing* me. Oh no—they merely abolish my job and my income! After 19 years I'm just a number—like a convict. It's true that my name does appear in one of the last columns, where they call me an 'incumbent.' What the hell is an incumbent?"

"I'd like to know whether any of the brass hats who decided on this notice have abolished *their* jobs, and have cut themselves off the payroll. Brother, I'm sure fed up with working for this railroad. Know of any job where I might fit?"

Back to Feudalism

Mr. Clement, do you know what an *incumbent* is? Everything about your notice smacked of the dictatorial treatment which we associate with the old feudal lords, and I wasn't very surprised to find that Funk & Wagnalls Standard dictionary gives this definition:

Incumbent: "occupying a benefice."

When you turn to "benefice" you find *this*:

Benefice: "a feudal fee subject to the will of the donor."

But this is the year 1948. *Most* businessmen realize that times have changed, that we no longer have feudal lords—and serfs who exist subject to the will of the lord of the domain.

You probably are thinking, "This is *my* business. It's no concern of this fellow Salisbury."

I'll tell you why it's my concern. In the first place I happen to own 100 shares of Pennsylvania stock. You work for *me*—and several thousand other owners. So far as we are concerned, *you* are merely an "incumbent"—if you insist upon using medieval terminology. And as a stockholder, I don't like to see one employee treat other employees in a manner which makes it appear that they are being pushed around.

More important—I am a businessman, and I know that when one businessman uses methods of the Dark Ages, it hurts *all* businessmen. As businessmen we have to fight against lending any assistance to the oft-repeated charge that corporations have no soul, no heart. Most businessmen are aware of forces here and abroad which are attempting to change what we sometimes call “the free enterprise system” or “the American way of life.” These businessmen realize that private capitalism is on trial for its life and that to survive, it must convince the public not only that it has worked in the past, but that in the future it will bring more benefits to workers and the general public than socialization, state capitalism and the like.

THE PENNSYLVANIA RAILROAD COMPANY.

Page 4.

NEW YORK ZONE

DATE MAY 8, 1948

TO EMPLOYES COVERED BY AGREEMENT WITH CLERICAL, OTHER OFFICE
STATION AND STOREHOUSE EMPLOYEES, REPRESENTED BY BROTHERHOOD
OF RAILWAY AND STEAMSHIP CLERKS, FREIGHT HANDLERS, EXPRESS AND
STATION EMPLOYEES:

NOTICE

The following positions are abolished, effective with the close of tour of duty for Tuesday, May 11, 1948.

Payroll Title	Symbol No.	Location	Name of Incumbent	Roster No.
Information Clerk	1003	Information Bu-	Genevieve B. [REDACTED]	263
	1004	reaus	P.W. [REDACTED]	173
ditto	1110	ditto	Ralph [REDACTED]	310
"	1111	"	W.J. [REDACTED]	109
"	1112	"	Sally [REDACTED]	225
"	1114	"	Josephine [REDACTED]	250
"	1115	"	Elizabeth [REDACTED]	232
"	1116	"	[REDACTED]	234, 48

The Pennsylvania R.R. Hits New Low in Public Relations

One important sales executive who saw this notice, which was handed out to salesmen (ticket sellers) and other service workers belonging to Brotherhoods not involved in the threatened railroad

strike, observed that the air lines should strike off a Distinguished Service Medal to the man who is doing the most to promote air line travel. See open letter above to M. W. Clement, president.

Freedom For What?

Carefully conducted public polls disclose that the term "free enterprise" is not understood by the masses as meaning what most businessmen have in mind. Many think that it means "freedom to exploit," or "freedom to extort."

There are many stockholders—and I am one of them—who would have been willing to have you keep these nonstrikers on the payroll for what probably would have been a strike of only a few days duration. But you didn't do that, so let's talk about what you did.

Don't you see, Mr. Clement, that the *way* you did what you did is one of those things which puts *all* business in a bad light, and will help to convince many people that some other system of ownership and management *might* be better for the country?

Not many businessmen will quarrel with *what* you did, but they will ask why you couldn't get over your legal points and still indicate some human understanding and kindness.

Don't tell me that the notice would have been invalid if you had said something to the effect that you were deeply *sorry* that this move was necessary under the circumstances. Just a few words along that line would have warmed up your very cold document.

And couldn't you have found a less patronizing word than "incumbent?" Maybe it's a good lawyer's word, but it's certainly a damned poor public-relations word. Perhaps it's true, as so many people seem to believe, that the Pennsylvania—under your direction—doesn't care what the public thinks about its passenger service.

This ticket seller represents a division of your business which some of your associates tell me is of very little interest to you; they say that as long as we stockholders permit you to be the "incumbent," little will be done to give the public better service and more comfort. Have you read the Robert Young series? Most of his criticisms and suggestions seem to apply to the Pennsy.

If some of your big freight shippers took you to task on the way you handle public and labor relations you might listen, for you are very proud of the \$665 million freight business you had in 1947, while your associates say you just can't be bothered with the puny \$159 million passenger end. That's peanuts, isn't it?

There was a time when the Pennsy seemed to have some pride in its passenger business. Ten years ago or thereabouts you went to considerable pains to operate a good restaurant on your trains. You featured a wonderful salad bowl, your chefs concocted a tasty salad dressing, and you even went so far as to merchandise that, and suggest that customers take a bottle home for only 50 cents.

Those Days Are Over

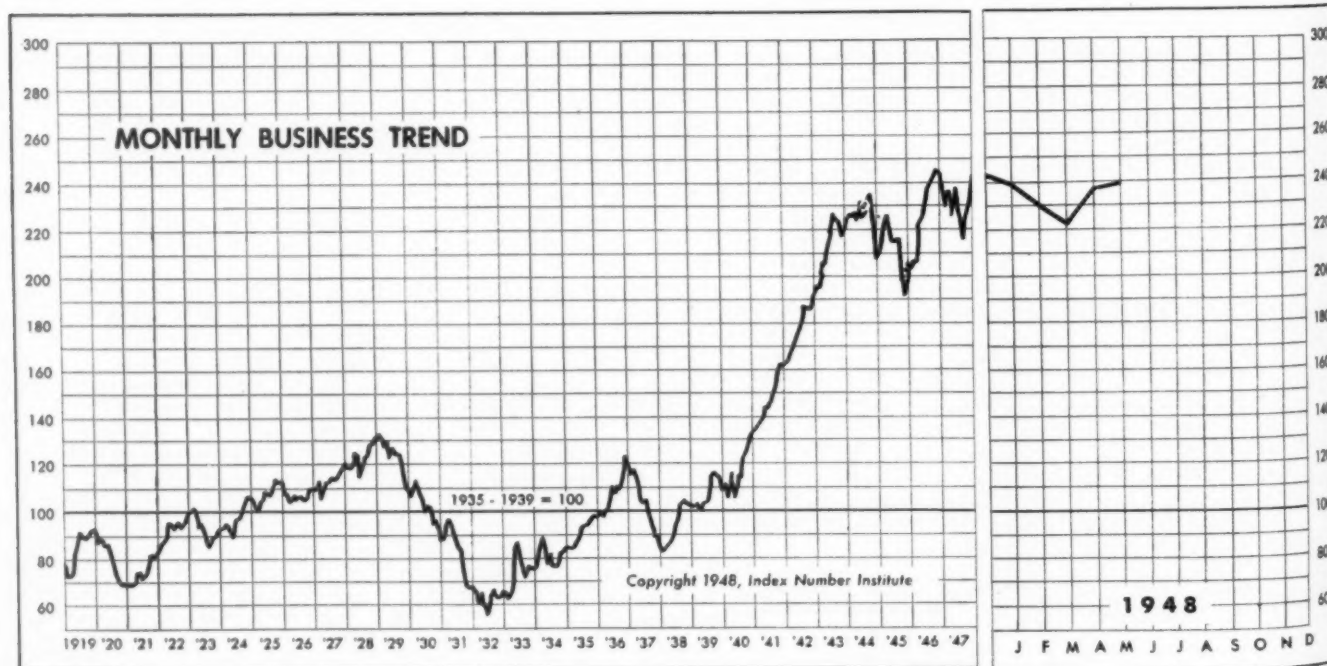
But then came the war and a terrific boom in travel. You didn't have to go out of your way and *cater* to the public. Those days are over. You know it. Your \$159 million in passenger revenues in 1947 represents a drop of \$47 million from the preceding year. Passenger revenues will go right on dropping, I'm afraid, unless you go modern in your approach toward labor and the public. Why don't you make a survey among passengers on your New York-Chicago run, to find out *why* they are using the Pennsy. I'll bet you would find that from a third to one-half are patronizing you only because they couldn't get reservations on the New York Central, where passengers are not treated like cattle.

A few days ago a group of businessmen were discussing the "abolishment of jobs" notice which prompted this letter to you. (I wasn't the only one who had heard about it; *bad* news travels fast.)

One of these men, an officer of one of the largest petroleum companies, made this observation, "Lots of people think that the petroleum industry should give some sort of a plaque to John L. Lewis as being the Man-Who-Has-Done-The-Most-For-The-Fuel-Oil-Business, and perhaps we should, but wouldn't it be just as appropriate for the air lines to strike off a Distinguished Service Medal for the railroad man who is doing the most to stimulate air line travel?"

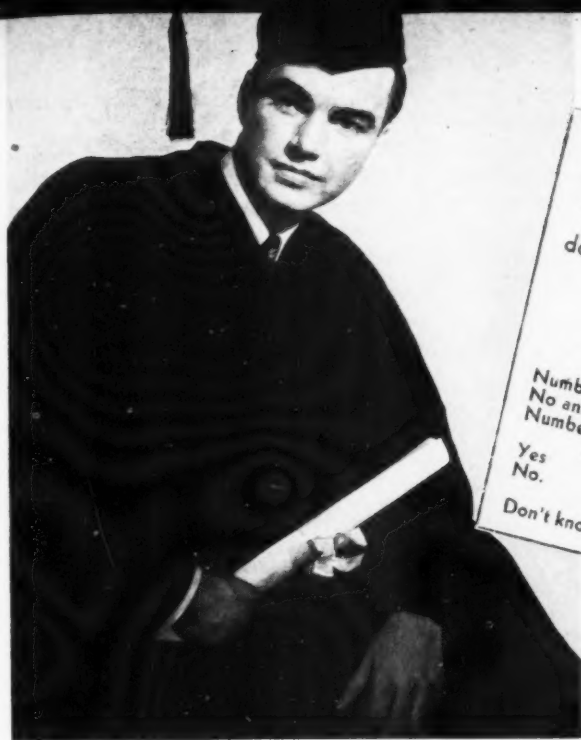
I wouldn't like to see you be selected for that dubious honor. As a small stockholder in the Pennsylvania I'd *much* rather have you adopt modern sales, public relations, labor relations and product development policies. And as a businessman I like to see business put its best foot forward in dealing both with labor and the public. Try it, won't you?

Sincerely,
Philip Salisbury
Editor



The increased rate of business spending, which more than offsets slightly lower new orders, brought the final computation of the business trend for April to 237, its highest level since January.

With business spending showing further gains, and new orders off only slightly, preliminary estimates indicate a level of about 239 for May. The down-trend has been arrested at least for the time being.



Career Survey Among College Seniors
TABLE I
Question 1. Have you definitely decided what type of work you will do after graduation?

	Total		Wharton School of Business		Northwestern School of Commerce		University of California	
	No.	%	No.	%	No.	%	No.	%
Number of cases	1014		428		290		296	
No answer	
Number answering	1014	100.0	428	100.0	290	100.0	296	100.0
Yes	669	66.0	298	69.7	290	100.0	296	100.0
No	305	30.1	117	27.3	204	70.4	167	56.4
Don't know	40	3.9	13	3.0	83	28.6	105	35.5
					3	1.0	24	8.1

BY PHILIP SALISBURY,
Editor, Sales Management

How 1,014 College Seniors Rate Selling Work as a Career

Sales Management with the aid of National Analysts, Inc., again goes to college campuses to learn what business administration graduates think of selling work. The findings point to a big job to be done by sales executives and clubs.

If you are interested in recruiting good college men* for your sales force or if you are working through a club to help the sales profession as a whole, here is a four-point program:

1. Start working on these men before they become college seniors. It isn't too early to start the educational work at the high school level.
2. Arrange to give college boys summer jobs in your sales department.
3. In your appeals emphasize the financial rewards, variety and interest, freedom, travel, and new contacts.
4. Conversely, play down the theory that salesmen are born and not made, and that selling is insecure and undependable.

Approximately one-third (34.3%) of 1,014 college seniors interviewed in April and May this year are interested in going into selling work. Of these, 21.9% are sure, while 12.4% are undecided but lean toward sales.

In 1940 SALES MANAGEMENT

made a similar survey among 1,000 college seniors and found 31.3% definitely interested and 13.9% undecided but leaning toward selling, or a total of 45.2%.

So it doesn't seem that in the eight-year period interest in selling work has increased. The two surveys are generally comparable but two differences in approach make precise comparisons impossible.

In the 1940 survey the 1,000 men were interviewed on the campuses of a dozen universities and interviewers were instructed to confine their interviews to students taking liberal arts or commercial courses. Their first question was, "Would you like to take up some form of selling work after graduation?"

For the 1948 study SALES MANAGEMENT and National Analysts, Inc., decided that more reliable results would come if (a) the interviews were confined to three campuses with a large sample taken from each; (b) if the rather leading first question was eliminated.

This survey was conducted among 428 men attending the Wharton School of Business connected with the University of Pennsylvania, 290 men at the Northwestern School of Commerce, Evanston, Ill., and 296 at the School of Business Administration of the University of California in Berkeley.

Instead of the somewhat leading question which directed attention toward selling work, the interviewers of National Analysts, Inc., first asked, "Have you definitely decided what type of work you will do after graduation?" If the respondent said "yes," the questioner asked what type of work he had decided upon—and the student might answer selling, accounting, manufacturing, etc.

If he said "no" in answer to the first question, he was then asked what type of work he leaned toward. There again selling *might* be mentioned.

If selling was mentioned either as a definite decision or as a "lean toward," the respondent was then asked his reason for choosing selling work as a career.

To those who did not mention selling, the interviewer said, "I notice you haven't mentioned any form of selling work. How do you feel about selling as a career for yourself?"

Note the difference in approach this year as against 1940—and the

*See p. 66, this issue, "Do I want to Be a Salesman?"

percentage responses. Has appreciation of selling decreased during the eight-year period?

The 1940 survey which indicated 45% interest did have a somewhat leading question which perhaps influenced some seniors to say "yes." On the other hand, it had many respondents who were taking regular liberal arts courses, and who answered that they were going into social work, Government service, teaching, writing, medicine, law.

Considering that this year's seniors were confined to schools of commerce and business administration, your editor believes that the two surveys indicate a definite falling off in interest in sales work, 1948 over 1940.

The preliminary plan called for a separate tabulation of veterans and non-veterans, but it turned out that 90% of the seniors were veterans, average age 23½. Does the fact that most are veterans, most of them married, have any bearing on their decisions about a career?

Highlights of the Findings

College seniors apparently are aware that preparation during college years for a more or less specific type of work is important, for two-thirds of them have already decided on the field which they hope to enter. This fact suggests that sales executives who wish to encourage college men to turn to sales as a career should plan

to direct their efforts *below* the senior level.

Selling seems to be slightly stronger in its ability to promote definite undergraduate career decisions than other types of work. Of all those who mentioned selling, 63.2% were definitely decided, while 38.8% were inclined toward but not decided. On the other hand, those selecting other occupations were 58.6% definitely decided and 41.4% inclined toward but not decided. It seems clear that only those now actively engaged in sales work can preserve this favorable balance or improve it, thus keeping a continuous flow of fresh college-trained men entering the profession.

Combining those definitely decided and those "leaning toward," the findings show that selling—despite the fact that it attracts only one-third of this year's graduates—is nevertheless the most popular career, with accounting the greatest rival in capturing the attention of college seniors.

Selling	34.3%
Accounting	24.0
Management, administration	9.0
Advertising, market research, sales promotion	8.6
Production, manufacturing	7.1
Personnel, industrial relations	6.2
Finance, banking, investments	4.9
Foreign commerce	4.0
Law	3.7
Graduate School, teaching	1.6
Transportation, traffic	1.3
Other miscellaneous and qualified	5.1

As compared with the 1940 study, the number of graduates interested in accounting has increased by 150%, while other careers which show increased popularity include marketing research, sales promotion, production and industrial relations.

If sales managers are to recruit college trained men it is necessary to understand the type of appeal which will be most likely to be effective. The best way to develop a plan for such appeals is to examine the reasons why selling was selected as a career and why it was rejected.

Those who selected selling as a career gave the following reasons:

Financial reward greater	35.1%
Had experience and like it	34.2
Like to meet people	24.2
Have qualities tests indicate	22.4
Following in family's business	14.9
Greater opportunities	13.8
Freedom of action, own boss	11.2
Work is varied, more interesting	9.5
Advancement more rapid	5.7
Good experience for other fields	5.2

TABLE IIa

Question 1a. (If "Yes" to Q. 1). What type of work have you decided upon?

Question 1b. (If "No" or "D.K." to Q. 1). What type of work do you lean towards?

	Total		Q. 1a Decided Upon Type of Work		Q. 1b Lean Towards Type of Work	
	No.	%	No.	%	No.	%
Number of Cases	1014		669		345	
No Answers	
Number Answering	1014	100.0	669	100.0	345	100.0
SALES	348	34.3	220	33.0	128	37.1
OTHERS	766	75.5	449	67.0	317	92.0
Accounting	243	24.0	187	28.0	56	16.2
Management, Administration	91	9.0	39	5.8	52	15.1
Advertising, Market Research, Sales Promotion	87	8.6	47	7.0	40	11.6
Production, Manufacturing	72	7.1	33	4.9	39	11.3
Personnel, Industrial Relations	63	6.2	29	4.3	34	9.9
Finance, Banking, Investments	50	4.9	20	3.0	30	8.7
Foreign Commerce	41	4.0	24	3.6	17	4.9
Law	38	3.7	29	4.3	9	2.6
Graduate School, Teaching	16	1.6	15	2.2	1	.3
Transportation, Traffic (domestic)	13	1.3	10	1.5	3	.9
Miscellaneous	39	3.8	16	2.4	23	6.7
Don't Know	13	1.3	13	3.8

*Adds to more than 100% since some persons gave more than one answer.

TABLE IIIb

Question 2. (If SELLING is mentioned in Q. 1a or 1b). What are your reasons for choosing selling (or sales) as a career?

	Total		Q. 1a Decided Upon Sales		Q. 1b Lean Toward Sales	
	No.	%	No.	%	No.	%
Number Who mentioned SELLING in Q. 1	348		220		128	
No Answer	
Number Answering	348	100.0	220	100.0	128	100.0
Financial reward greater than in other careers	122	35.1	72	32.7	50	39.1
Had experience in selling and/or like it	119	34.2	85	38.6	34	26.6
Like to make contacts and meet people	84	24.2	51	23.2	33	25.8
Have qualities needed for sales, tests indicate aptitude	78	22.4	48	21.8	30	23.4
Follow in family's business, have connections	52	14.9	44	20.0	8	6.3
Greater opportunities than in other careers	48	13.8	30	13.6	18	14.1
Freedom of action, own boss, use own ideas, not confining	39	11.2	24	10.9	15	11.7
Work is varied, interesting	33	9.5	17	7.7	16	12.5
Advancement more rapid than in other careers	20	5.7	10	4.5	10	7.8
Good experience toward later work in other fields	18	5.2	6	2.7	12	9.4
Stepping stone to executive work	8	2.3	7	3.2	1	.8
Like to travel	7	2.0	4	1.8	3	2.3
Perform a public service	7	2.0	3	1.4	4	3.1
Miscellaneous	47	13.5	28	12.7	18	14.1

*Adds to more than 100% since some persons gave more than one answer.

Those who did not select selling as a career gave the following reasons:

Not interested, doesn't appeal	26.8%
Lack personality or knack	17.2
Dislike particular phase (as house-to-house selling)	5.1
Tried it and don't like it	4.5
My choice of career better	3.9
Insecure, unstable, cyclical	3.2
Doubt ability to succeed	2.3

These reasons can be combined into a plan for interesting college men because they show so clearly what these men want: financial rewards, contacts with people, work which is varied, freedom of action, etc. The reasons *against* show what you have to overcome.

The influence of aptitude tests is very marked, ranking fourth in importance.

The findings are not clear as to whether the remark "lack personality or knack" reflects an aptitude test or merely a senior's own concept of his ability.

SALES MANAGEMENT'S E. W. Davidson turned out to be a good prophet. In the April 1 issue under "Comment" he suggested that sales executives who promote selling as a career should arrange to hire interested students for summer jobs in sales departments. "Start them in sales research and helper tasks. Then let them watch salesmen at work. Finally give them a taste of outside selling. With sympathetic supervision by sales officers, this *practical* training should add spice to the National Federation of Sales Executives' 'Selling as a career' campaign. It should produce more college graduates that are ready to sell."

This was sound advice which Dave wrote many weeks before he knew of the findings in this survey. It seems very significant that 34.2% of the students who selected selling as a career gave as a reason, "Had experience and like it."

That figure is doubly significant when contrasted with the 4.5% figure for "tried it and don't like it" for those who did not select selling as a career.

Doesn't that suggest that sales executives not only should work closely with professors and instructors in colleges where marketing courses are being given or should be given, and that in addition they should do some of the teaching in their own offices during summer vacation?

Officers and members of the Philadelphia Sales Executives Club may take a bow. A breakdown of the students at the three universities shows that at the Wharton School of Business in Philadelphia, 39.9%

TABLE IVb

Question 3. (If SELLING is not mentioned in Q. 1a or 1b). If notice you haven't mentioned any form of selling work. How do you feel about selling as a career for yourself?

	Total		Q. 1a. Decided Against Sales		Q. 1b Lean Away From Sales	
	No.	%	No.	%	No.	%
Number Who Did Not Mention SELLING in Q. 1	666		449		217	
No Answer	4		3		1	
Number Answering	662	100.0	446	100.0	216	100.0
FAVORABLE TO SELLING	225	34.0	142	31.8	83	38.4
Would like it	47	7.1	24	5.4	23	10.6
Financial rewards are high	32	4.8	22	4.9	10	4.6
Tried it and liked it	31	4.7	22	4.9	9	4.2
Feel qualified for it	29	4.4	18	4.0	11	5.1
Some selling will be part of work being entered	28	4.2	3	.7	25	11.6
Selling is my second choice	27	4.1	17	3.8	10	4.6
Like contact with the public	26	3.9	19	4.3	7	3.2
Would consider only specialized selling	25	3.8	16	3.6	9	4.2
Like rapid advancement and opportunities	23	3.5	19	4.3	4	1.9
May go into selling, might like it	21	3.2	14	3.1	7	3.2
Like freedom of action, being own boss, non-confining	17	2.6	11	2.5	6	2.8
Would like it if right opportunity arose	17	2.6	8	1.8	9	4.2
Selling is interesting and varied work	15	2.3	11	2.5	4	1.9
Family is in sales, have connections	9	1.4	8	1.8	1	.5
Miscellaneous	18	2.7	12	2.7	6	2.8
NEUTRAL TO SELLING	72	10.9	48	10.8	24	11.1
Don't know, undecided	51	7.7	30	6.8	21	9.7
Just never considered it or thought about it	19	2.9	16	3.6	3	1.4
Miscellaneous	2	.3	2	.4
UNFAVORABLE TO SELLING	365	55.1	256	57.4	109	50.5
Not interested, don't believe would like it, doesn't appeal	177	26.8	120	26.9	57	26.4
Lack personality or knack required	114	17.2	75	16.8	39	18.0
Dislike a particular phase	34	5.1	26	5.8	8	3.7
Tried it and didn't like it	30	4.5	22	4.9	8	3.7
Like my choice of career better	26	3.9	24	5.4	2	.9
Selling is insecure, not stable, cyclical	21	3.2	13	2.9	8	3.7
Doubt if would be successful	15	2.3	11	2.5	4	1.9
Dislike forcing people to buy things	9	1.4	6	1.3	3	1.4
Miscellaneous	24	3.6	16	3.6	8	3.7

*Includes principally mentions of traveling, house-to-house selling, poor pay, and the people one must meet, in that order.

NOTE: Respondents were classified according to their attitude toward selling—favorable, neutral or unfavorable. Their comments were then tabulated. Since many gave more than one reason for a favorable or unfavorable attitude, these reasons will not add to the number of persons having that attitude.

of the seniors look favorably on selling as a career, as contrasted with 29.4% at Northwestern and 24.5% at the University of California. We know that the Philadelphia Club has done a particularly good job in promoting selling as a career among the students in all of the colleges in the Philadelphia area. The high regard in which selling is held at Wharton may be taken as a reflection of the work done by the Philadelphia Club.

Is Salesmanship A Profession?

A year ago Robert Wilson, Vice-President in Charge of Sales of The Goodyear Tire & Rubber Co., Inc., gave the Parlin Memorial Award address on the subject "Selling As a Profession." SALES MANAGEMENT reprinted the lecture and has sold upwards of 50,000 copies.

Your editors decided to introduce a question in the current survey which would ask these college seniors to choose the word which best describes selling to them. Interviewers pre-

sented a card to each respondent which listed seven words, and the results are as follows:

Profession	23.7%
Job	10.0
Career	20.7
Racket	1.2
Occupation	17.1
Business	21.4
Livelihood	4.9

The connection of the prestige word "profession" with selling is, of course, stronger with those who have already made their career decision in favor of selling.

	Selected Selling As a Career	Selected a Career Other Than Selling
Favorable (Profession, business career)	81.9	57.4
Neutral (Occupation)	8.6	21.5
Unfavorable (Job, livelihood, racket)	8.1	20.3

PAPA ADVISED AGAINST IT . . . but that didn't stop James H. Rand 3rd . . . Not even when the Papa of the case is Remington-Rand's president! Like his father, young Jim has a mind of his own. He also has a twin brother. And when inventor-Jim started what he calls "diddling" with a new-type washing machine in his barn and wanted to take on brother Marcel as a stockholder, Papa Rand advised against the whole thing. Which is particularly ironical because Papa Rand's Papa advised *him* against branching out in his own business. Now that Jim has perfected a revolutionary new washer (automatic, noiseless, vibrationless, the smallest standard machine made) and sold it to Bendix Home Appliances, Inc., his loudest cheerer is none other than Papa! Jim and company financed most of their operations by selling experimental washers to manufacturers. Chip off the Old Block?



They're in the News

BY HARRY WOODWARD, JR.



HE QUIT SCHOOL . . . but W. W. Sebald was one in a million: He got to the top anyway. And how much further up can you go than his lofty new perch? He's Armco's Steel Corp.'s president. After he quit school he took a job as combination handy man and clerk in a small Ohio bank. Few months later he got wind of an office boy's post at Armco, talked himself in. He hounded everybody with questions about the steel business until, in desperation, somebody sent him out to advise a contractor on the proper method for installing metal lathe. He came back with a fat order and acting like the cock of the walk. Thus was born W. W. Sebald, Salesman. He came of age in the steel business in 1926 when Armco made him vice-president in charge of commercial activities. Last year he was named executive vice-president. Yes, he made the grade without any sort of degree. But his advice to young hopefuls is, "Get the best education you can."

SALES MANAGEMENT

THE CONDUCTOR'S NEXT STOP . . .

is the building he used to ride past when he took up fares on the old Green line which ran down Broadway! Now Lawrence A. (for "Ambition," he says) Appley, the ex-conductor—will sit in another, but vastly more important, conductor's seat. He's the brand new president of American Management Association; is leaving the vice-presidency of Montgomery-Ward to take over. He's punched his cards with care: Since he gave up "taking tokens" for a living he's been (in a mere 24 years) a vice-president of Vick Chemical Co., a deputy chairman and executive director of the War Manpower Commission. A tall man, who looks rather like Sumner Welles and who insists he likes "almost everybody," he's also son of a Methodist minister. Had to quit college to pay some bills—which is where the Green lines came in. Says this job is the *last* stop and he's issuing no transfers on this new line.



THE NOTCHED WOODS . . . of television and radio. Eugene S. Thomas cut a lot of trail-blazing markers for both. Since he's used to running big organizations, he's the perfect man for his new, extra-curricular job, president of The Sales Executives Club of New York. He began his career as a newspaper reporter in D. C. with a hitch in public relations which moved him onto radio's ground floor. By 1934 he was head of the Radio Department of the H. W. Kastor & Sons Advertising Agency. He had decided

radio was his meat when he managed the National Radio Auditions for Atwater Kent. Credit him with the discovery of many of the radio luminaries of today. He's still in radio—sales manager of the Bamberger Broadcasting Service, Inc. His pet: FM radio. Says he had a real time for himself when he recently presented the first demonstration of FM to some of the country's business leaders. FM's the coming thing according to Gene Thomas. FM's here now but it will get bigger!

Store Modernization

PITTSBURGH PLATE GLASS



FRUEHAUF



WHAT WILL THEY LOOK LIKE? It's easy for architects, bankers and city planners to get an over-all view of mass store modernization from Pittsburgh Plate Glass Company's model stores (above right) spotted in the trailer windows. Infinite care and a year's time went into construction.

Model Store Caravan To Face-Lifting Ideas to

Before it rolls to a halt three years hence, the "Store Modernization Caravan," which hit the road in April for Pittsburgh Plate Glass Co., will have covered 250,000 miles, visited 540 cities.

The caravan is out to promote and capitalize on what Elmer A. Lundberg, Pittsburgh's director of architectural design, calls "the greatest face-lifting in the history of 'Main Street, U. S. A.'" A similar road show, exhibiting store fronts only, roamed the Nation for Pittsburgh from 1936 to 1939.

The new caravan consists of two king-size Fruehauf trailers, pulled by Dodge tractors, holding a dozen one-eighth scale model retail stores—complete even to tiny items of merchandise. Constructed in minute detail by Gardner Displays, Pittsburgh, these models can be used as basic designs by architects in any U. S. locality.

Primarily, the caravan-carried models will be shown to architects, bankers and civic groups concerned with mass modernization, such as community-wide planning. They are not for display to the public, nor to individual store owners. The models shown include a men's and women's apparel store, a bar, a drug store, grocery, theater, restaurant, jewelry store and bakery shop.

This year, the models will be on display at national

SALES MANAGEMENT



an Takes as to Main Street

trade shows and in the larger cities. In the second and third years, the show will reach smaller cities.

The two trailers with their two-man crews invariably travel and show together. They are routed by Robert Wardrop, Pittsburgh's manager of advertising and sales promotion for glass.

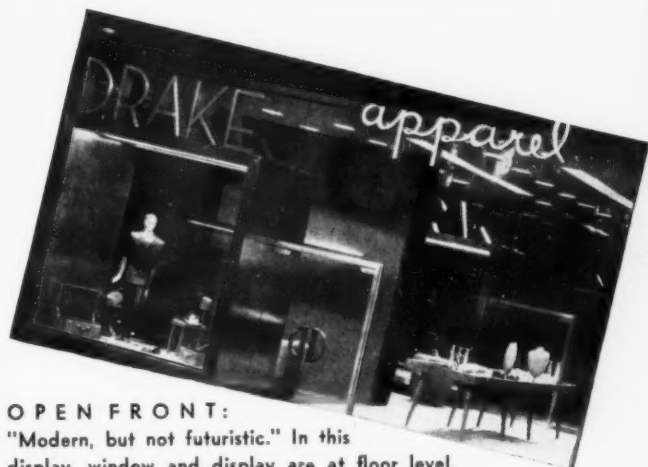
The four young men manning the trailers are conveniently single. They were hired through the Veterans Administration employment office. Before taking to the road, they received extensive training in how to stage effective exhibits. For exterior showings, the men wheel the trailers in place, place platforms around each trailer to bring spectators up to eye-level with the models, which are displayed through windows in the sides of the trailers.

At each showing, all those attending are encouraged to register. These names provide the company with a first-rate prospect list. The company makes a definite effort to follow up each lead.

For Pittsburgh, this is long range selling. The idea: To show how mass modernization can convert solid, block-long business areas from drabness into "sparkling, jewel-like exteriors."

JUNE 1, 1948

By HARRY R. ROBERTS



OPEN FRONT:
"Modern, but not futuristic." In this display, window and display are at floor level.



NO SIDE VIEW: Dirty dishes and necessary clutter behind fountain (above) are concealed from view.



TWO-WAY SET UP:
This service store (above) easily can be converted into suitable self-service.

Prospects Come to Dinner, Stay to Buy Whiting Home Freezers

Based on an interview by Lester B. Colby with **HOWARD ROBERTS**
Vice-President and General Sales Manager, Freezer Division, Whiting Corp.

Pursuing its policy of "feed 'em and sell 'em," Whiting Corp. dealers last year fed 145,000 prospects at \$1.25 a head, converting an average of seven in 100 from tasters into purchasers within three days by planned follow-ups.

Home freezers are best sold through the stomach and the pocket-book. The Whiting Corp., Harvey, Ill., has worked out what it considers to be an inviolable rule: Hold a demonstration through a dealer, invite 100 couples, a man and his wife, who are considered reasonable prospects, serve them a "frozen dinner," follow up immediately, and the tested and proven ratio of sales will invariably average seven purchases *within three days*.

After that, go on from there. Follow up again, soliciting friends of the buyers, and the sales advance by pro-

gressive arithmetic. These seven sales beget seven more, that seven brings in 14—and so on. It's a matter of pursuit and digging.

"The best weapon I've ever found is an appeal that we call 'A new way of living', plus direct and statistical evidence that a home freezer will soon pay for itself by savings in the family budget," says Mr. Roberts. "We sell the desire first, then the Whiting freezer."

Mr. Roberts is a pioneer in the industry. He was formerly sales manager of Deep-Freeze. He moved to Whiting when that company, long a

manufacturer of heavy industrial equipment, decided to broaden its field and get into consumer items early in 1945.

Pursuing its policy of "feed 'em and sell 'em," the Whiting Corp. through its dealers, served approximately 145,000 dinners last year. It expects to serve 250,000 in 1948. Each dinner costs the dealer about \$1.25. Such parties are most successful if limited to from 50 to 100 guests. Meals are prepared and frozen at a central kitchen, packed in dry ice, and shipped. The Belle Lawson Kitchens, Des Moines, Ia., regularly dispatch from 550 to 700 meals every day.

The Whiting Corp. cooperates by handling the schedule and overseeing arrangements. The whole thing is worked with the precision followed by a train dispatcher. The day of the party a Whiting home economist appears, and a factory field sales pro-



AROUSES INTEREST: To demonstrate benefits customers would get from a home freezer, Whiting Corp. buys 550 to 700 complete frozen lunches and dinners daily from Belle Lawson.

motion man arrives. The distributor sends one representative.

Well in advance of a luncheon or dinner, the Whiting field representative delivers to and discusses with the dealer complete meeting instructions. These steps are outlined:

1. Set tentative date.
2. Select and arrange for sponsoring group if possible.
3. Select a location.
4. Confirm date.
5. Call on public utility representatives and invite them to participate.
6. Call on the county agent and invite both him and his wife.
7. Invite special guests such as home economics teachers, club officers, and church group heads.
8. Send out a letter inviting the various groups to attend and enclose a return reply post card all typed and ready for a check mark. Be sure to invite both man and wife.
9. Check with radio and newspaper people. Explain program and invite them to attend.
10. Talk over menu with Whiting food consultant or area manager and place order for food.
11. Arrange for necessary supplies and help as outlined by Whiting representative.
12. Plan to display one freezer of each size at the meeting, with one in operation containing food display as suggested by the Whiting manager.
13. Have samples of food packaging available for display.
14. Plan follow-up by telephone and personal calls on all invited guests.
15. When all arrangements are completed and confirmed, fill out "Whiting Party Blank" in triplicate and turn all three copies over to your Whiting area manager. He will mail



MARKET DEVELOPER: Until frozen food stores like this one were opened in major cities, selling home freezers was a slow and toilsome process.



SHORTEST ROUTE TO SALE: Whiting sells ease and economy, not equipment. This is a sample frozen dinner-for-two.

one copy to Cramer-Krasselt Co., Milwaukee, Wis., Whiting's advertising agency, and one copy to the Refrigeration Office, 38 South Dearborn St., Chicago.

16. Cramer-Krasselt Co. will prepare newspaper releases and cooperate in radio and newspaper promotion.

17. Be sure to clip all publicity or pictures about the dinner and meeting, sending two copies to the Whiting refrigeration office.

18. A Whiting factory representative will help you with your plans and will speak at your meeting.

19. Keep close contact with your Whiting area manager at all times.

20. We will appreciate your sending a report within 10 days after your meeting, giving results in sales, prospect leads and other comment, suggestions or criticism, to Whiting Corp., 38 S. Dearborn St., Chicago.

Instructions to Dealers

The Whiting management doesn't hold to the idea that just having a freezer or two on the floor of a store is enough to get sales. Therefore each dealer is told:

"You must have one of each model on display and they must be *in use*. You must have an active demonstration, one of every model hooked up and in operation. Have frozen foods in them. Here is a list of what you'll need. To stock them properly will cost you \$17.90."

The lot consists of a steak, roast and chops in cellophane; 1-lb. package of ground beef; 12-oz. packages of peas, lima beans and peaches; 2½- and 5-lb. packages of peas and strawberries; frozen fruit juices; a loaf of bread and a package of rolls; a package of chicken a-la-king; onion soup, two kinds of salads, baked potatoes, and a complete dinner, packaged and ready for the oven.

When that soaks in, the Whiting representative will add:

"We will expect you to take a freezer home and *live out of it*. If you don't use a freezer in your own home, how can you sell them to others? We want your wife to use a freezer. Her enthusiasm will condition you to convince others of its value. We want her to freeze things in it like angel food cake, bread, pies, berries, fruits and vegetables . . . everything.

"We will expect you to take samples of these foods from your own freezer to your store and then when you talk with prospects you can explain to them that your wife cooked and froze this and that. It will be a convincing, intimate argument."

Whiting management contends that selling a home freezer is a two-way

job. Both husband and wife have to be convinced. One of the main arguments aimed at the husband is: A home refrigerator, speaking conservatively, will give a return of 15% a year on its investment. Where can you put your money today giving you that much profit?

The housewife is given a longer story. Among the foremost points driven home are: She can bake once a month and so save a lot of work. Rolls and bread will keep fresh in a freezer for six months. She can keep pies and pastries frozen either in dough state or cooked. Almost anything can be cooked in quantity, and after a single meal is eaten the rest can be frozen and used at any time. She can buy in quantities, in season, and save a lot of money, etc.

The housewife is told that there are 176 kitchens in the United States today making a business of preparing frozen food items, and several outlets are surely available to her.

The following points are stressed: (a) Foods are of finer quality than when taken out of cans or dried; (b) time saving is important, and what woman would object to an hour or two a day more free time for relaxation or rest; (c) a freezer saves endless steps, a vast amount of labor, and women get tired; (d) convenience is important because, for example, if guests drop in unexpectedly she has an immediate choice of a large variety of meals and won't have to rush someone out to do hurry-up buying to save embarrassment; (e) economy. That's a chance to tell the dollar-saving story all over again.

Introducing Freezers

Selling home freezers now is far easier than in early days, says Mr. Roberts. The freezer was good from the start but the problem was that no one knew much about freezing foods and no one was marketing them. It was about like having a good razor and no blades, he says, or a fine automobile and no gas.

It was then necessary to plant a freezer in a community, get a household enthusiastic about it, and work among the neighbors from there. In spite of the fact that almost everyone today knows the advantages of a home freezer, sales still have to be built somewhat in the same manner. Even now it is important to get that first freezer into every circle of friends. From that seeding point the desire to own one spreads from family to family.

Out of his long experience Mr. Roberts still considers this basic plan the best. He has followed it, too, in building up distributorships and

dealers: "We are merchandising a program rather than appliance sales. During 1945, our first year, we established distributors in only nine states and those were all in the Middle West. Today we have distributors in 39 states. We do not license a distributor unless he agrees to go along with our plan for selling and we are just as particular about dealerships.

"Nothing will take the tuck out of a dealer sales organization faster than hit-or-miss sales methods. We can't afford to have dealers who just plug along and will not conform to our tried and tested methods. We know that by demonstrations and meetings, serving housewives and their husbands frozen meals, followed by short talks and explanations by experts, we can get any dealer off on the right foot."

Present Day Methods

The Whiting belief is that there are just two ways of doing the job: 1. Go out and ring door bells. 2. Bring them in in groups, feed them and sell them.

It costs more to ring door bells, per sale, than it does to set up \$1.25 dinners to groups of prospects. The group method permits the dealer to pick promising persons for his party. He can select community leaders and people of influence—those who are likely to be followed. In every community there are many persons who will always try to keep up with the Joneses. Whiting invites the Joneses in, feeds 'em and sells 'em.

When a party has been arranged every guest who comes to the party is asked to check any electric appliance item he or she may be interested in. Cards are supplied with a list of items, each item carrying a space for a check mark. A sample card may list such items as these: Food freezer; electric washer; vacuum cleaner; radio; refrigerator; electric water heater; electric range; gas water heater; oil water heater; electric ironer; oil space heater; lighting fixtures; wiring job; roofing; siding; insulation.

"We only manufacture a home freezer for the consumer market," says Mr. Roberts, "But we want all our dealers to do business and prosper. We encourage them to use our parties to encourage the sale of additional items. If they sell, prosper and grow, we'll get our share. The dinners we arrange stir the dealers up, put fire in them, get them to work. Our dinner parties get sales. The percentage is always there. If you can depend on a known percentage, you can always make a promotion pay out."

Make No Small Plans

When you go out for business in the great agricultural area surrounding Kansas City, make no small plans. It is a giant market. Choose a giant medium for your advertising.

The leading farm paper in Kansas is The Weekly Kansas City Star. Its Kansas circulation towers above that of any other farm publication—whether weekly, bi-weekly, monthly or semi-monthly.

In like manner The Weekly Kansas City Star is first in Missouri—first of all farm publications in rural route circulation, first in total circulation, first in dealer acceptance.

Write for map showing details of The Weekly Star's circulation by counties.

The Weekly Kansas City Star.

LARGEST FARM WEEKLY CIRCULATION IN AMERICA

441,392 Paid-in-Advance Subscribers

1. SUB-STANDARD INCOME

2. NO TERRITORY PROTECTION

3. INADEQUATE CAR ALLOWANCES

4. TOO MUCH "MISSIONARY" WORK

5. PRESSURE FROM OTHER UNIONIZED EMPLOYEES



Five Reasons Why Seattle Jobber Salesmen Carry Union Cards

BY ELLIOT MARPLE

This is the story of Local 353, A. F. of L., Seattle, which covers wholesale salesmen in the food, beverage and tobacco industries. It's a variation on a familiar theme.* It shows that abuses don't even have to be flagrant before an alert and aggressive union management capitalizes them.

One of the most unusual union contracts in the country has been developed at Seattle over the past 10 years for salesmen of wholesale houses distributing food, beverages, and tobacco.

The contract in its standard form says nothing about the length of the work week, the hours of employment or the days to be worked. It does not specify rates of pay or even whether

pay shall be in salary or commission. However, it does establish a minimum monthly or weekly compensation. It requires payment for automobile expenses, and it restricts changes in territory that cut a salesman's earnings. Further, it provides a union shop and thus sets up machinery to handle any abuses.

With individual variations, this contract now applies to four groups: wholesale grocers, tobacco distributors, coffee roasters, and beer wholesalers. Men covered are the outside salesmen calling on retailers, known in the trade as "book" salesmen, as

contrasted with wagon salesmen who deliver goods. Book salesmen travel in passenger cars and do not carry merchandise; they handle promotion, take orders, generally make collections, and sometimes set up retail store displays. The union is the Wholesale and Retail Delivery Drivers & Salesmen, Local 353, affiliated with International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers (A.F. of L.)

The organization of these book salesmen goes back 10 years. At that time Local 353, which had been formed 10 years before for wagon salesmen of food, beverage, and tobacco products, extended its membership to book salesmen who parallel wagon men. First contract for book salesmen were with coffee, beer, and tobacco jobbers. Efforts were also made to organize salesmen of wholesale grocers, but during the war this activity was dropped. The first contract was signed in November, 1946.

Membership in Local 353 is open

* SM's previous reports on the development of unionization among salesmen: Nov. 20, 1947; Jan. 15, Feb. 15, March 15, April 1, and May 1, 1948.



The South's No. 1 Magazine for Women

THE SOUTH is predominantly rural in population and trade and The Progressive Farmer is its favorite magazine. Not only farmers but also their wives and daughters read and prefer The Progressive Farmer above all other magazines.

This has been proved by survey after survey of farm families of the 14 Southern states. Additional proof that The Progressive Farmer captures and holds intense reader interest is the large volume of mail it receives from its MILLION subscriber-families.

• Women readers alone requested 656,489 items of service from The Progressive Farmer in 1947 and

183,500 during the first three months of 1948. Their letters ask for everything from recipes, patterns and beauty helps to counsel on child care and home planning and furnishing.

More and more Southern farm families are turning to The Progressive Farmer for advice and help. They want to know how to use their biggest buying power in history.

Your advertising gets attention and action in a magazine which is read, cover to cover, month after month, by alert, responsive men, women and young folks who are far more prosperous than ever before.



Advertising Offices: BIRMINGHAM, RALEIGH
MEMPHIS, DALLAS, NEW YORK, CHICAGO
Pacific Coast: Edward S. Townsend Co., San Francisco, Los Angeles

JUNE 1, 1948

One Call for All



**RIVER RAISIN
DIMENSIONAL
DISPLAYS**

BASIC IDEAS	ART WORK
CARDBOARD	CONSTRUCTION
METAL • PLASTIC	LAMINATION
WOOD • GLASS	PRINTING

RIVER RAISIN PAPER CO.
DISPLAY DIVISION
MONROE, MICHIGAN

Florida's Fastest Growing City

ST. PETERSBURG

RETAIL SALES INCREASE

41%

In 1947 the retail sales of St. Petersburg, Florida, totalled \$120,577,000, an increase of 41 per cent over 1946. This community, which is today the fastest growing city in Florida, offers an expanding market for all kinds of products and services.

Remember — no out-of-town newspaper has as much as 600 average daily circulation in St. Petersburg. To reach this city use the St. Petersburg Times which gives 91 per cent city zone coverage.

ST. PETERSBURG, FLORIDA

Daily

TIMES

Sunday

Represented by

THEIS & SIMPSON CO., INC.

New York Detroit Atlanta Chicago

V. J. Obenauer, Jr. in Jacksonville

Pro and Con Views

When this article was checked back with news sources, the section on union leadership brought two contrasting comments. One representative of management in 10 years of bargaining with the salesmen's union, noted: "I heartily second your statements regarding Sam DeMoss. I look upon him as one of the outstanding labor leaders in the Seattle area, and this is primarily because of his fairness of attitude."

Another management man, bitter over some clauses in a contract negotiated before he came into the picture, criticized any mention of union leaders by name as implying approval—which is not intended and which is not the purpose of this article. Names of management men have been omitted at their request so that they would feel completely free in discussing the issue—The Editors.

to book salesmen for a Seattle house, whether the man is working in the city or anywhere outside, and to salesmen working in the city for outside manufacturers. The first group includes, for example, a Seattle house distributing coffee, tea, spices, and allied products throughout the Northwest. The second group embraces sales representatives for a San Francisco coffee house working Seattle territory.

Of about 350 food and tobacco salesmen eligible for union membership, approximately 60% actually belong. Up to now contracts cover only Seattle houses.

Two prime factors contributed to unionization of book salesmen: (1) There were undoubtedly abuses or hardships among some salesmen; (2) as union organization spread in Seattle to almost all other employees of food and tobacco distributors, there was increasing pressure for salesmen to join.

Abuses appear now to have been minor, found only in a relatively small part of the industry rather than in widespread and intolerable overstaffing and commission-splitting that turned automobile salesmen in Seattle and the San Francisco Bay area in desperation to unions.

For some salesmen, low pay scales were a definite factor. Wagon salesmen, members of the Teamsters Union, 10 years ago received \$175 a month for a 40-hour week. Book salesmen for the same houses, perhaps covering the same territory, commonly earned only \$125 to \$150 a month for a full six-day week. Out of this they had to pay the cost of running their own automobiles. The union also made capital of an attempt by a national food manufacturer and

distributor, when prices were rising in November 1945, to cut its institutional salesmen from \$50-\$70 a week to \$40-\$60 a week.

Some salesmen also had been limited in earnings by subdivision of territory. They found that they plugged hard and built up a territory only to have it cut up so they could be assigned a large chunk of new territory to develop. After this process had been repeated two or three times, a good salesman was ready to listen to a union organizer.

There were also complaints that salesmen did not have car allowance or an inadequate allowance. Some salesmen protested, too, that they had to spend too much time putting on demonstrations in retail stores and even selling in them on Saturdays to get a retailer's business.

These were arguments commonly used and, as one management man granted, they had solid basis in the practices of some houses. He added quickly however: "A little sin was made to look like a vice orgy."

Almost universally, sales managers under contract with Local 353 view a salesmen's union as unnecessary. One sales manager whose men all earn well above the union minimum put it this way: "A salesman on commission is in business for himself. A salesman's union is as illogical as a union for store owners. As a matter of fact, most salesmen in our organization are better off than the people they are calling on."

When book salesmen were organized, the action was taken by a minority. Even today there is a question whether a majority want a union.

In the beginning, Local 353 sponsored a series of open meetings to
(Continued on page 54)

Cut sales areas down to "backyard" size ... by Bonanza



ALL METAL *Self Storing*
TRIPLE SERVICE WINDOW

The F. C. RUSSELL Co.

6400 HERMAN AVENUE
TELEPHONE MELROSE 0130
CLEVELAND 2, OHIO



ALL METAL *Venetian*
AWNING AND JALOUSIES

Mr. Walter Beech
Beech Aircraft Corporation
Wichita, Kansas

Dear Mr. Beech:

Our Beechcraft fleet now includes two Bonanzas
and one 9-place Beechcraft.

The nature of our business demands that our
sales executives keep in constant personal con-
tact with our distributors throughout the coun-
try. Problems arise that necessitate executive
contact at widely separated points in a matter
of hours. It would be impossible to adhere to
these demands through ordinary means of trans-
portation.

We are very gratified with the performance of
our Beechcraft fleet. Through its efficient
use, we eliminate travel inconveniences and
can make important contacts that were previous-
ly just out of the question. The over-all
benefits to us can hardly be estimated.

Sincerely,

F. C. Russell

F. C. Russell



WORLD'S LARGEST MANUFACTURER OF WINDOW INSULATION • RUSCO • THERMOSEAL
CINCO COMBINATION WINDOWS • VENETIAN AWNINGS AND JALOUSIES

THE F. C. Russell Co., like many
another concern faced with a travel
problem, has a new way of doing
business today—by Beechcraft. For
instance, their fast, *comfortable*
Beechcraft Bonanzas cut a 500-mile
trip down to 3 hours—let selling
personnel accomplish feats that
were formerly "wishful thinking."

Stop and consider how much
time you and the key men of your
sales organization wasted just last
month in trying to get where you
had to go. This is the most convinc-
ing way to discover that Bonanza
ownership *pays*.

● A note on your company letterhead
brings an informative brochure on "The
Air Fleet of American Business." Address
Beech Aircraft Corporation, Wichita,
Kansas, U. S. A.



Top speed, 184 mph
Cruising speed, 172 mph
Range, 750 miles

BEECHCRAFT
BONANZA
MODEL 35

BEECHCRAFTS ARE THE AIR FLEET OF AMERICAN BUSINESS

JUNE 1, 1948



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SEATTLE

LOS ANGELES



EVERY SUNDAY IN PICTORIAL REVIEW

In one or More or All of Ten Great Markets

Over all, Pictorial Review offers you entree into 6,500,000 homes. But specifically, you may want to highlight your sales copy to only the families in Pittsburgh or in Chicago or New York. In Pictorial Review, you can pick your own markets, fix your own dates. You can time your ads to seasonal variation, to distribution. You can identify your local dealers. This kind of flexibility makes you king in any Pictorial Review market you choose.

That's why motion picture advertisers made Pictorial Review their standout choice in 1947. Because Pictorial Review met their demands for precise timing of ads to play dates in ten great markets — cash registers jingled in box offices across the nation.

That's what happens when you put this kind of flexibility to work for your product. Add to it Pictorial Review's localized selling power and you have an unbeatable combination that rings up record sales every time.

Nowhere Else — such a star-studded cast of writers and artists — a team that makes readership.

Nowhere Else — such assurance of spotlight visibility for your advertising pages.

Nowhere Else — such magnetism of local motion picture and theatrical news to draw people to your advertising.

Nowhere Else — such advertising flexibility — use one or more or all ten markets to fit your sales plan.

In Over 6½ Million Homes from Coast to Coast

Pictorial Review

COVERING 10 MAJOR MARKETS THROUGH THE SUNDAY ISSUES OF

New York Journal-American
Baltimore American
Pittsburgh Sun-Telegraph

Detroit Times
Chicago Herald-American
*Milwaukee Sentinel

Boston Advertiser
Los Angeles Examiner

San Francisco Examiner
Seattle Post-Intelligencer

(*Milwaukee Sentinel represented for Pictorial Review only)

A HEARST PUBLICATION — Represented Nationally by HEARST ADVERTISING SERVICE



(Continued from page 50)

enable salesmen to talk over issues. After several meetings had been held, a group of men formed the Professional Salesmen's Association, Inc., an independent organization whose secretary, curiously, happened also to be secretary of the Seattle Wholesale Grocers Association. The following evening a record turn-out of 300 salesmen attended the union's open meeting. About 200 men opposed to a salesmen's union left the meeting. The 100 who remained applied that night for union membership, and the movement thus was launched. It has since embraced under union shop contracts most of the men who walked out on the organization meeting. The Professional Salesmen's Association lived only a few months.

Pressure to Join

Pressure on salesmen to join the union was inevitable in a city as highly organized as Seattle. Here the dominant union is the Teamsters. Among food distributors, drivers, order fillers (warehousemen), and wagon salesmen belong to the Teamsters. Jobbers' clerks belong another union, but its headquarters is in Teamsters' Hall. Book salesmen were the last unaffiliated group in the industry, and both salesmen and management felt the pressure for organization. One management man, critical of the union,

called this phase "strictly coercion"—pressure applied on management if it wanted to keep its plants open.

There is another factor that contributed to organization of salesmen. That is the caliber of union management itself. Its business agent throughout this period, Sam DeMoss, recognizes that any contract for jobber salesmen must be flexible. Repeatedly, questioning with management representatives brings such comment as, "DeMoss is a reasonable man." The bargaining representative of one group of distributors spoke of DeMoss as "the old type of labor man who can recognize an employer's problem." The local is proud of the fact it has never had a strike. Unquestionably, management was more willing to deal with labor when it saw that the man across the table was realistic.

The four agreements in effect between the union and distributors are worked out individually, tailored to practices of each segment of the industry. Representative salesmen directly concerned in each agreement join union officials in negotiating with their own employers. The employers now work through associations—the Distributors Association of Seattle, Inc., for wholesale grocers, Organization Service Bureau for the coffee houses, the Cigar and Tobacco Division of the Washington State Restaurant Association for to-

bacco distributors, and the Washington Beer Wholesalers Association for beer distributors.

Though a common pattern holds for all four agreements, there is a surprising range in detail. It is significant that the harshest contract, from point of view of the employer, is that with the tobacco distributors. This contract took its present form before these distributors banded together to bargain jointly through the Restaurant Association (which already handled labor negotiations for retail tobacco stores). The Seattle experience makes plain that unless groups of small employers unite a union can play one employer against another and write its own ticket.

A minimum base pay is established in each agreement. This runs from \$275 a month in tobacco houses, to \$250 in wholesale groceries, \$225 in coffee houses, and a flat \$62.50 a week for beverage salesmen. (Hard liquor is a state monopoly; there are no liquor salesmen in Washington).

Whether the minimum guarantee is paid as a flat salary, or in salary plus commission, or straight commission, is entirely a matter between the employer and his salesmen. The union has made plain that it does not want to write commission rates into contracts, but it has also served notice that if abuses arise, it will alter this policy. All contracts provide a lower scale for "junior salesmen" in training.

Minimums are difficult to set because of the traditional wide range in the industry and in the earning power of individuals. For old-timers—good salesmen who have established their territories over a period of years—monthly earnings often run to twice the minimum. For some houses where operating margins are especially tight, regular salesmen on commission may average little more than the minimum set by the union. One distributor said his men didn't always earn the minimum and were content to take what they earned, knowing that is all there is.

As a rule, those with the lowest earnings represent national food specialty houses with headquarters in the East. One house, cited by both union and management for low pay and high turnover of salesmen, was an irritant that contributed to the growth of the union. Since the union does not have a contract with this house, minimums have no direct effect. However, as the company's salesmen, taken on green, are brought into the union, the union scale provides a yardstick to measure the inadequacy of the company's pay.



"There's one thing about business; you don't have to go around KISSING BABIES!"

IMAGINE Niagara without the
Falls



or Cincinnati without the
Times-Star



The inseparable combination of Cincinnati and the Times-Star packs resort trains leaving the Queen City. Hence the reason why transportation, hotel and resort advertisers place almost twice as much advertising in the Times-Star as in the second-best Cincinnati newspaper.

ASK ANY CINCINNATIAN



JUNE 1, 1948

**Convenient,
comfortable**

*Hotel
Cleveland*

WHEN convenience counts and comfort is important you'll appreciate the central location, the friendly hospitality, the cheerful, modern rooms of Hotel Cleveland.

Hotel Cleveland is at the very heart of Cleveland, convenient to Public Auditorium, Stadium, stores, office buildings. Union Passenger Terminal, Terminal office buildings, and garage are all connected to Hotel Cleveland by covered passage.

★ *Write for reservations.
Best choice of rooms
Thursday through Monday.*

**HOTEL
CLEVELAND**

Cleveland, Ohio



Mileage and car insurance are provided in all agreements. Each salesman receives a base amount, ranging from \$50 to \$80 a month, for his car. In addition, for mileage over specified amounts each month, he receives from five to seven cents a mile, varying with the segment of the industry. Top allowance is for tobacco salesman.

Automobile insurance is one of the most controversial provisions. The company must pay full car insurance on a 24-hour basis—fire, theft, public liability, property damage, and collision. The grocery and beer agreements provide for \$50-deductible collision insurance; coffee and tobacco agreements call for full collision insurance. In some agreements the company takes out the insurance policy; in others, the salesman does and is reimbursed. Grocery salesmen receive a flat \$15 a month to cover their insurance.

In view of recent increases in car insurance rates, especially on collision, the insurance clause is costly to distributors and provides the union an important sales point.

Splitting of territory that affects earnings is checked this way: The union recognizes that the house must have control over territories, but each agreement specifies that when territories are split, the salesman is to receive no reduction in compensation for at least four months. The common provision requires that in the first four months a salesman is working a new territory, he shall receive not less than his monthly average in the previous 12 months.

The agreement with tobacco distributors goes much farther. This specifies that when territory is divided, the salesman is to receive, from then on, salary and commission equal to the salary and commission of the previous three months. This provision is loosely drawn. It reads:

"When it is found necessary by the employer for the proper development of his business to divide territories which would necessitate the salesman giving up certain routes or route, the salesman is to receive a guaranteed salary and commission equal to the amount of salary and commission earned by him during an average of three commission periods, 84 days immediately previous to the giving up said route or routes. Said guaranteed salary and commission is to be guaranteed the employee on routes after rearrangements have been developed to bring in an amount that will earn the guaranteed salary and commission."

As the provision reads, it appears

to set up a new minimum scale for the individual employee—indeinitely. Actually, no case has come up under this provision. The union's position is that as cases arise, the clause would be interpreted and limited.

Store demonstrations by food salesmen are forbidden. Likewise, food salesmen are barred from doing clerical work in stores of retail customers or performing "work which comes under the jurisdiction of any other union." Local 353, however, has an understanding with the clerks' union permitting book salesmen to bring out merchandise to set up selling displays in customers' stores.

Two weeks' notice is required for dismissal or resignation, but a man may be dismissed for just cause without notice. A salesman who quits may not cover his old territory for a new house for 30 days. This gives a sales manager a month to break a man in on a new territory.

Hours of work and length of the work week are not written into the contract because the salesmen themselves don't want to be restricted. Union and management alike recognize the salesman as an individual businessman who must be free to spend his selling time as he sees fit—perhaps waiting on a bench to see a customer or calling at an odd hour in the course of activity in no way related to his business. Save for the clause in the beer contract, setting a five-day week (but which five days are not specified), there is no restriction on the days of the week a man works.

Paid vacations are required, generally two weeks.

A union shop is set up. Salesmen must belong to the union and preference in hiring is given to union members. New salesmen must join the union in 30 days. Employers retain the full right to fire, as long as dismissal is not for union activity. Actually, employers have had full freedom in hiring, as well. "We don't want any responsibility for hiring or firing," union officials state.

On the part of management, there's a wide range in reaction to the union contracts. Some management men, paying well above the minimums and affected little by the agreements, are quite indifferent, except for the extra expense of clerical work for individual averages and reports. Beer wholesalers, with a seasonal fluctuation in employment of salesmen, find a clear gain in being able to turn to the union for a pool of trained salesmen.

Other sales managers are sharply critical.

There is universal objection to the insurance clause, especially that costly collision insurance must be carried by the company 24 hours a day and 365 days a year, whether a salesman is covering his route, taking the family to the beach, or letting his son use the car to go to a dance. The union holds that from the nature of a salesman's work, it is impossible to separate business use from pleasure use and that an alert salesman often will make a business call in the course of an off-hours pleasure trip.

When the car rate for salesmen of tobacco distributors went to \$80 a month, some jobbers talked of owning the cars, but union officials pointed out that the company car would have to be in a company garage at the end of each day and until the salesmen went on the job the next morning. That situation obviously was a direct opening to control of hours of work, and the idea of company ownership was dropped.

Free Insurance

It is interesting that the insurance provision is a sales point for the union in building membership. The savings on insurance, the union states, is a clear gain for every salesman, whether he earns the contract minimum or two or three times that amount—and it far more than offsets union dues.

The curb on changes in territories is another very touchy point. The complaint is strongest where this provision is tightest—among tobacco distributors. During the war with short staffs, territories got out of kilter, one distributor explained. But now when he needs to re-align his routes, he finds that the only way he can do this is to dismiss all his salesmen and start fresh. That, of course, he can not afford to do. However, as long as the salesman can receive a guaranteed minimum equal to his pay in the three months before his territory was cut, what incentive is there for the salesman to build up a new territory, the distributor asks.

Lack of incentive under the union is a point brought up frequently by management representatives, and it is significant that the point is raised by distributors whose salesmen are earning for the most part the union minimum or not much more.

"A vicious contract," one distributor chafed. "Salesmen under the union don't give a damn for the house. They know they are going to draw their \$355 a month (the minimum plus car allowance). You can't tell a man what to do any more."

Another put it this way: "There isn't a trace of management-mindedness among the men." A third said: "A good salesman must have good relations with management. You do not have good relations if the man follows a union that is opposed to management. He doesn't have confidence in management."

Union Stand

Sam DeMoss and his assistant, William Griffin, take quick issue with any suggestion that the union isn't interested in management. "We have common problems and we want to work them out together," DeMoss says. "That means helping salesmen understand management's point of view." (When a salesman quit recently and was found short in his collections, the union took the initiative in compelling the member to make up the shortage.)

But even among employers there is wide difference in appraisal of the effect of the union. Some of the largest employers say the union has no effect on their relationship with salesmen. It is pertinent that these employers are distributors of staple foods, whose salesmen's commissions bring earnings well above union minimums and whose salesmen know that as long as they do their job they will



Put your product on your Business Card

Build extra product identity at almost minute cost. Put your product on every business card your salesmen hand out. We can do this for you *with banknote perfection*. A custom-built business card costs so little more—can do *so much more* for you. It's a 365-day advertisement, your handshake in print. Write for your *free* HILL "Sample Deck," packed in a handsome plastic card case.

R.O.H. HILL, INC.

Engravers and Thermographers of
Important Business Ambassadors
LETTERHEADS • BUSINESS CARDS
ANNOUNCEMENTS

270-S LAFAYETTE ST., NEW YORK 12, N. Y.

NEW YORK SUBWAY CARDS and
Station Posters offer advertisers
maximum coverage, color, continu-
ous display, long exposure, frequent
repetition of impact. Of New York's
5,370,000 adults...

9 OUT OF 10
ARE SUBWAY RIDERS!

NEW YORK SUBWAYS ADV. CO., 630 FIFTH AVE., N. Y. 20



WHAT! NO WEIGHT LIFTERS?

No—all our weight is thrown into the business of showing people how to live better in a better home. Our 100% service content screens out casual readers, screens in over 3,000,000 families keenly interested in everything connected with home and family. Their incomes are among the highest for all big magazines. Are you reaching them—in BH&G?



AMERICA'S FIRST SERVICE MAGAZINE

Sell IOWA the KIOA way

940 on the dial



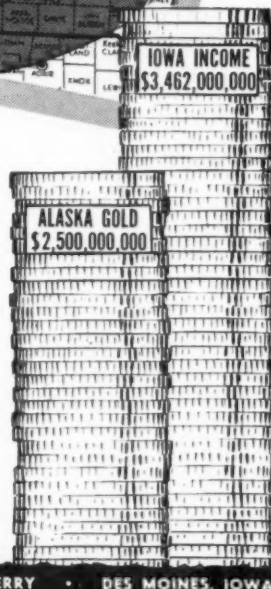
ALL THE GOLD MINED IN ALASKA IN THE LAST 81 YEARS IS LESS THAN IOWA INCOME FOR THE YEAR 1947

10,000 watts power, PLUS independent programming mean real payoff for you in KIOA's rich natural trade area.

Ask any Paul Raymer representative about Iowa's Largest Independent Clear Channel Station—10,000 watts daytime, 5,000 watts nighttime, 940 kc. . . or contact KIOA, Des Moines, direct.

KIOA THE HEART OF IOWA

STUDIOS IN THE ONTHANK BUILDING • TENTH AND MULBERRY • DES MOINES, IOWA



have steady, secure employment.

The union minimum, one sales manager maintains, is a good thing because it provides a guarantee or foundation for every man. Beyond that his work is up to him, for when he is out on the job he is past the reach or control of the sales manager or any one else.

"A man's association with the union has no bearing on his loyalty to us," this sales manager said. "His loyalty is a result of what the house does and how it operates. That's part of sales management. The guts of our business is in our salesmen. We hire the finest type. We try to treat them accordingly."

One advantage of a union, this man suggests, is the control a contract places on the sales manager himself. "The union takes the snide out of the employer. There are a lot of sales managers who would like to make deals. They want to push sales by cutting prices and splitting commissions. The union stops that."

Food and tobacco jobbers traditionally work on tight margins, in sharp contrast with distributors of appliances and automobiles. One distributor whose salesmen belong to the union reports that his net profit comes to a little less than the cash discounts on his purchases. When a business is operating that closely, who is to absorb any increase in selling costs, such as might result from a union contract? In one instance, when the car allowance went up, commission rates were reported lowered.

Union men look on the organization of salesmen as a protection to established distributors — protection against fly-by-night competition that hires more salesmen than a business warrants, pays low commissions, throws a lot of merchandise on the market and then gets out.

Today, in the words of one negotiator for management, the salesmen's union is a "red lantern held out to warn management: 'Try to cut too many corners and you'll run into trouble'."

Something New

It's a modernized and amplified "High Spot Cities" which you will find on page 130. The dollar and index figures tie in with both the Census and SM's Survey of Buying Power.



Is your brand in this basket?

There is one best way to find out: The Grocery Section of the Eleventh Cleveland Home Inventory is now ready for distribution to manufacturers and distributors of food products, and to their advertising agencies.

86 pages report brands and stores for 76 grocery product classifications on hand in 6966 Greater Cleveland homes during October, 1947. To get your copy, tear out this ad, check-mark the pages you want, and mail it to the General Advertising Department of The Cleveland Press. It will reach you by return mail or in person.



A SCRIPPS HOWARD NEWSPAPER

The Cleveland
Press
POWER TO DO GOOD..POWER TO MOVE GOODS

Baby Food, Canned	G-77
Baking Powder	G-15
BAKING PRODUCTS	G-11-20
Beverages	G-21-30
Biscuit Mix	G-14
Bowl Cleaners	G-68
Bread	G-16-20
Butter	G-48-49
Cake Flour	G-12
Cake Mix	G-14
CANNED GOODS	G-74-78
Carbonated Water	G-30
Catsup	G-37
CEREALS	G-31-34
Cheese	G-46-47
Chili Sauce	G-38
Chocolate Health Drinks	G-45
CLEANERS & POLISHES	G-62-73
Cleaners, Bowl	G-68
Cleaners, Drain Openers and	G-67
Cleaners, Household & Paint	G-65
Cleaners, Scouring Pads	G-64
Cleaners, Scouring Powders	G-63
Cleaners, Wallpaper	G-66
Coffee	G-21-24
Coffee, Soluble, Concentrates	G-22-23
Colas, Bottled	G-28
Cold Cereals	G-32-34
Cooking & Salad Oils	G-53
CONDIMENTS	G-35-41
Dairy Products	G-42-49
Desserts	G-55-57
Desserts, Gelatin	G-55
Desserts, Ice Cream Mixes	G-56
Desserts, Others	G-57

Detergents (Soapless Sudsers)	G-62
Dog Food, Canned	G-82
Dog Food, Dry	G-83
Drain Openers	G-67
FATS & OILS	G-49-54
Fine Fabric Soaps	G-61
Flour, All Purpose	G-11
Flour, Cake	G-12
Flour, Pancake	G-13
Flour, Prepared Mixes	G-14
Fresh Meal, Point of Purchase	G-6-7
Fresh Vegetables, Point of Purchase	G-8-9
Frosted (Quick-Frozen) Foods	G-86
Gelatin Desserts	G-55
Ginger Ale	G-29
Grocery Distribution Channels	11
Grocery Store Preference	G-1-3
Health Drinks, Chocolate	G-45
HOME INVENTORY METHOD	1-10
Hot Cereals	G-31-32
Household & Paint Cleaners	G-65
Ice Cream Mixes	G-56
Insect Sprays	G-85
Lard	G-52
Laundry Bar Soaps	G-58
Laundry Packaged Soaps	G-60
Luncheon Meats, Canned	G-74
Macaroni, Packaged	G-80
Meat, Fresh, Store Preference	G-6-7
Meat Sauces	G-39
Milk, Canned	G-44
Milk, Chocolate	G-43
Milk, Fresh	G-42
MISCELLANEOUS GROCERIES	G-80-86
Mixes, Prepared Flour	G-13-14
Muffin Mix	G-14
Mustard, Prepared	G-36

Oils, Cooking & Salad	G-53
Oleomargarine	G-49-50
Packaged Laundry Soaps	G-60
Paint Cleaners	G-65
Pancake Flour	G-13
Peanut Butter	G-54
Pie Crust Mix	G-14
Polish, Household	G-71
Polish, Shoe	G-72-73
Reasons for Store Preference	G-4-5
Salad Dressing	G-35
Salad Oils	G-53
Salmon	G-75
Salt	G-41
Sauce, Chili	G-38
Sauce, Meat	G-39
Shoe Polish	G-72-73
Shortening	G-51
Scouring Pads	G-64
Scouring Powders	G-63
Soapless Sudsers	G-62
SOAPS & CLEANERS	G-58-71
Soluble Coffee Concentrates	G-22-23
Soup, Canned	G-78
Soup, Dry Packaged	G-79
Sugar, Granulated	G-40
Spaghetti, Packaged	G-81
Synthetic Soaps	G-62
Tea	G-24-27
Toilet Cake Soaps	G-59
Toilet Tissue	G-84
Tomato Catsup	G-37
Tuna Fish	G-76
Vegetables, Fresh, Store Preference	G-8-9
Vegetable Juices, Blended	G-74
Wall Paper Cleaners	G-66
Water Softeners	G-69

Announcing:

Improvements in "High Spot Cities"

As the culmination of several months of planning and testing conducted by SM's Research Department, with the aid of Econometric Institute, Inc., the popular High Spot Cities feature—page 130 this issue—now has these added values:

1. A total retail sales dollar estimate for the coming month which covers retail activities as defined by the Bureau of the Census and as used annually in SM's *Survey of Buying Power*. This is new—and exclusive.
2. An index (ratio) figure which relates the dollar figure to the similar figure for the 1947 corresponding month. This is new—and exclusive.
3. An index figure which relates the change in a given city—this year's month as against last year's—to the change in the Nation. This is new—and exclusive.
4. An index figure which shows how far the city has grown in retail sales since the similar month in 1939, the last official Census year. This exclusive feature is retained.

Reasons Back of the Changes

The improvements come as the direct result of suggestions and requests made by readers. For a number of years the High Spot estimates have related the volume of retail sales (and services) to the similar 1939 month. Such a comparison is valuable for measuring long-term trends, but the gains over 1939 are so great that the national total currently is 202.4%

above the Census year, and many individual cities are up well beyond 300%.

The salesman doesn't remember how his territory fared in 1939. Quite likely he came with the company after that date. *You* can't go on comparing your sales only with that far-off period. Consequently, the 1939 comparison—when used alone—is now somewhat unrealistic.

Compare with Last Year

So we have *added* the comparison with the same month of last year. The *two* comparisons provide the basis for making both the long and the short term sales and advertising decisions.

For the past several years the dollar figure has included both retail sales and *services*. The latter includes sales of business service establishments, amusements and hotels. They are forms of retail expenditures, but very little current information is available about them. For the sake of greater accuracy, and to produce a figure related directly to the Bureau of the Census Retail Sales delineation (and SM's annual *Survey of Buying Power*) the services have been eliminated. The dollar figure now represents retail store activity only.

As in the past, the forecasts made by SALES MANAGEMENT's Research Department, with the continuing cooperation of the Econometric Institute, Inc., are based *primarily* on monthly data on bank debits, which

are reliable indicators of regional differences in economic trends. Bank debits are believed to mirror 95% of all commercial activities.

For a growing number of cities it has become possible to check bank debit movements against sales trends as indicated by (a) sales tax collections, (b) monthly reports to the Department of Commerce on independent store sales, (c) department store sales as measured by the Federal Reserve bank districts. In time, therefore, SM expects to add to the list of cities some important market centers which are presently omitted because bank debit data are unavailable.

The estimates are, of course, *projections* from known trends, with allowance for seasonal and cyclical variations.

The current figures are based upon conclusions drawn from the bank debits for April and preceding months, complete March and preceding months' department store and independent store sales reports, (plus some April and early May data,) and first-quarter sales tax collections where available.

How to Use "High Spot Cities"

Both national advertisers and their agencies find the exclusive information valuable in planning seasonal campaigns, especially of a local nature. The dollar figure points to volume, and the index figures to rapidly growing areas—as well as to others which may need a shot in the arm.

Individual sales quotas can be related to the city figures, and you can more accurately forecast probable expectancy from branches and districts. Salesmen's *alibis* can be forestalled with the use of the data, and the below-par results of some salesmen can be better understood if you see that *total* business is unfavorable in their territories.

Many subscribers buy the special mimeographed releases which are available 10 days before publication date at only \$1.00 a year. Quite a number buy from a few up to several dozen of these subscriptions for mailing to branch managers and salesmen.



The Editors

SALES MANAGEMENT

SF...CAVU

Beam led, beacon lighted and when necessary, instrument landed . . . the great four-engined airliners come unerringly to the harbor that so often eluded uncertain sailing masters of the Spanish galleons.

In 14 hours, the planes accomplish the four-month, storm-wracked, 'round the Horn course of the Salem schooners of a century ago . . . And in 30 hours retrace the ninety day trip of the fast tea clippers in the China trade.

Air transport makes San Francisco less than a day away from anywhere in the U. S. . . .

Ten hours will take you to Honolulu, T. H., Washington, D. C., or Halifax . . . twenty hours to Brussels, Panama City, Paris or Reykjavik . . . and within thirty are French Indo-China, Australia, Egypt.

THIS CITY'S \$37 million airport, in the first half of 1947, sent out 129,000 air express shipments, loaded 2,950,000 lbs. of airmail; handled 29,262 commercial flights and some 417,000 air passengers . . .

Unrecorded but conspicuous are Navy and Air Force planes . . . bomber V's or squadrons on routine training or relief of units overseas . . . busy MATS transports shuttling our AMG and State Department officers to MacArthur-Tokyo and all way stations between . . . While to Hawaii and return, Pan-American and United Airlines on daily schedules, carry annually some 25,000 passengers each way. Thus far, the air age is in overture . . .

Too few Americans are now aware that two-thirds of the world's population, and the majority of the earth's land mass, is on the *other side* of the Pacific . . . that more of tomorrow lies beyond the International Date Line than the calendar. Air transport adds to the city's industry and payrolls, brings more buyers to its banks, suppliers, stores . . . signals Ceiling and Visibility Unlimited to San Francisco as a market.

Of major importance in San Francisco marketing plans . . . is the city's major marketing medium, The Chronicle.

Home-owned and home edited, The



Chronicle is wide-visioned . . . gives lucid coverage of local events, and probably the best presentation of general news of any newspaper west of New York . . . is indispensable to the locally well-informed.

INDISPENSABLE also in making sales of merchandise as well as mental attitudes, The Chronicle sells both women and men, housewife and executive, young and old . . . does a major job for San Francisco's big department stores and the smartest specialty shops, brings crowds up and down Market Street.

With proven performance record in all price brackets, and among all income groups . . . The Chronicle moves house dresses and opera wraps, breakfast cereal and caviar, chain store toiletries and custom-built country homes . . . stocks bathroom cabinets, kitchens, pantries . . . can find customers for a 5c candy bar, 50c shampoo, \$50 dress, \$5,000 *objet d'art*.

For a better understanding of the San Francisco Bay Area market and its premier medium, call any SFW representative!

San Francisco Chronicle

SAWYER, FERGUSON, WALKER CO., *National Representatives*
New York, Chicago, Detroit, Atlanta, San Francisco, Los Angeles





Wheatleggers!

The scene: *A farm in Mid-America*

The time: *Dead of night*

That's when the wheatleggers strike. While the farmer sleeps, they pile their truck high with bushel after bushel of his precious grain — then race away in the night.

Fantastic? Not if you know the price of wheat! Wheatlegging is happening in Mid-America, which grows *nearly twice as much grain* as all the rest of the country!

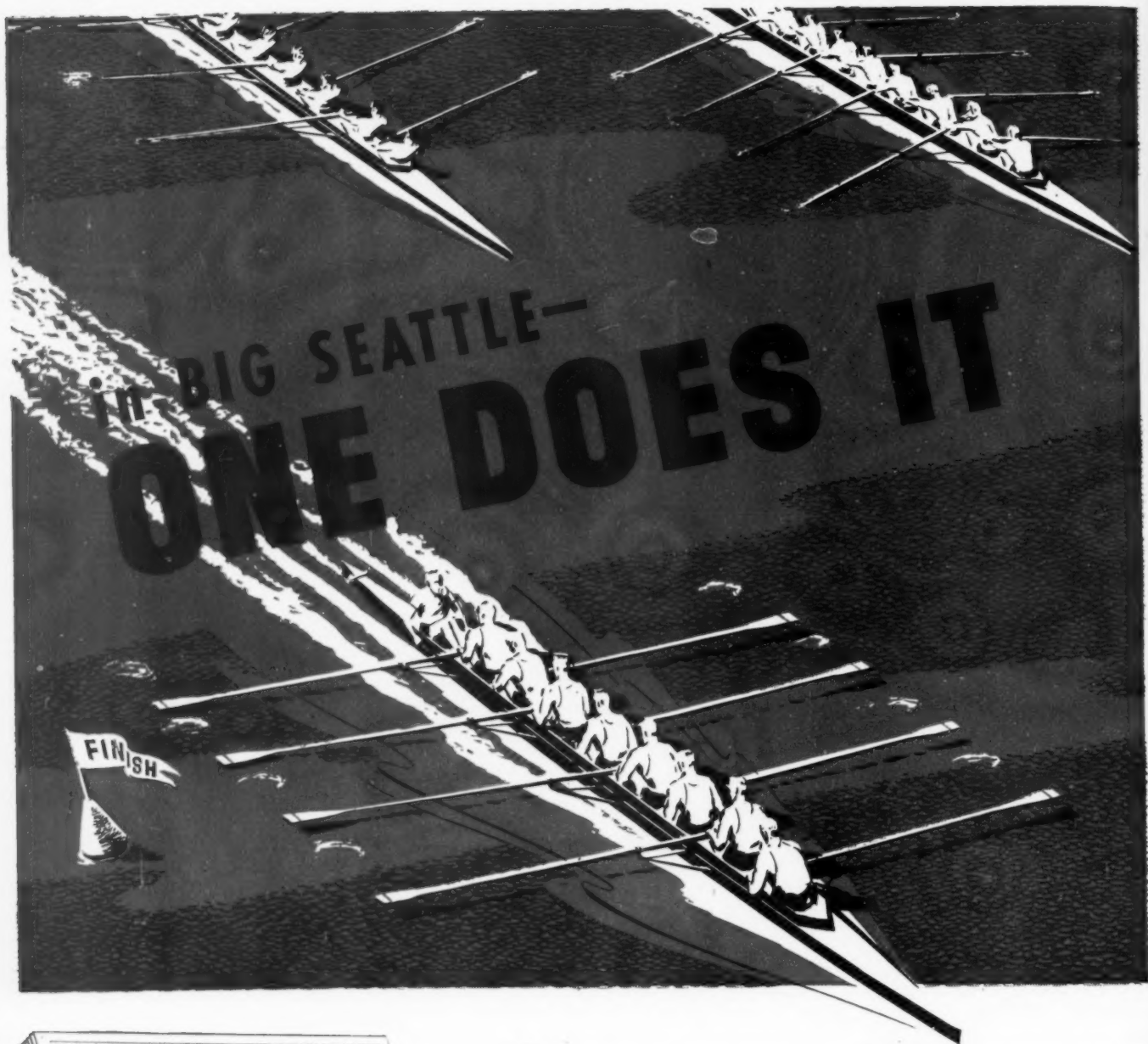
Clearly, Mid-America has the wealthier farm families. And here is directed 92% of Capper's Farmer circulation . . . reaching the top families even in their own wealthy area!

These progressive folk welcome the practical, down-to-earth ideas on better farming and better living they always find in Capper's Farmer. They *believe* in the magazine. Your advertisements in Capper's Farmer share in the confidence of its 1,300,000 leading Mid-America farm families.

*the magazine
farm people
believe in . . .*

Capper's Farmer

TOPEKA, KANSAS

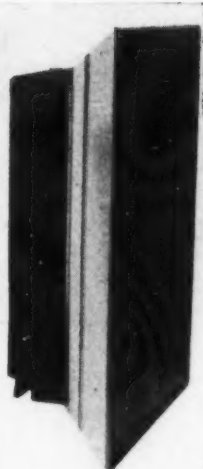


Circulation exceeds
200,000 Daily • 230,000 Sunday

ONE crew always wins...with better training, timing, power. In Seattle ONE newspaper always wins for the advertiser—The SEATTLE TIMES. It has the training...with intensive news coverage in this area, plus the nation's outstanding features. It has timing...an evening newspaper on the Pacific Coast gets the news breaks; so evening reading is a Seattle habit. It has the power...read in 3 out of 4 homes in the Seattle Trading Area where nearly 750,000 prosperous people live. You can't sell Seattle without The TIMES...you will sell Seattle with The TIMES alone.

The SEATTLE TIMES

Represented by O'MARA & ORMSBEE, INC., New York • Detroit • Chicago • Los Angeles • San Francisco



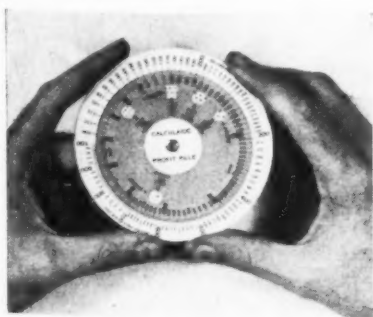
VUETTE: In small space gives three-dimensional effect with color slides.

... coming your way

..... **vulette 3-D** illuminator gives three-dimensional effect to color transparencies. It will handle all standard film and plate sizes. The viewer is only three inches deep. Illuminators are built for both photographic as well as commercial display uses by Moviette, Inc., 366 Madison Ave., New York City.

..... **calculaide** profit rule gives accurate answers to problems in profits, costs, discounts, and percentages, eliminating tedious, long-hand calculations. Two simple scales around the edge of the instrument indicate cost and selling price.

Percentage, profit, etc., appear in appropriate windows. It works, in effect, in the same way as a slide rule. Calculaide is four inches in diameter. It is being manufactured by American Hy-



CALCULAIDE: By dialing cost and sales price it gives you discounts, profits.

dromath Co., 145 W. 57th St., New York 19, New York.

..... **tutch latch** enables you to open a door or panel, even when you have both hands full merely by pressure from your elbow, back of hand, or shoulder. As its name implies, you touch the door or panel, releasing a catch which in turn permits a button-type compression spring to open the door. When the door is closed flush, the catch automatically holds it in that position until released by another touch.

Tutch Latch eliminates need for bulky hardware, knobs and handles. Positive catch and release eliminate sticking, jamming and slamming. The latch is made by Phillips Tutch Latch Co., 40 Exchange Place, New York City.

..... **cooking frankfurters** at the table is easy with the Bakelite styrene plastic electric grill. Frankfurter is placed on carbon electrode prongs. When ready for cooking, the lid is closed, serving as a switch when the extensions on either side of the lid make contact with brass in the base. Current flows through the frankfurter which contains a salt solution that sets up a resistance, thus cooking the frankfurter from inside out in about one and one-half to two minutes.

..... **oasis water** cooler provides cool water, cold storage space, and frozen ice cubes all in one new, bottle-type, compartment electric drinking water cooler. It's designed particularly for executives who occasionally entertain visitors in their offices, and for medical and dental offices where pharmaceuticals must be kept under constant refrigeration. Oasis is produced by The Ebco Manufacturing Co., 401 W. Town Street, Columbus 8, Ohio.

..... **anhydrator** is a device which dries without heat. Drying takes place by circulating a cyclone of filtered air of extremely low humidity. It's suited for drying film and other materials whose color and shape are affected by drying with heat. The Anhydrator is a product of Oscar Fisher Company, Inc., 109 Worth Street, New York City 13.

..... **floor safe**, equipped with three-wheel combination lock with



FLOOR SAFE: It's 14" by 8", it can be set in concrete for greater security.

removable dial, has a one-inch flanged bottom so it may be anchored in bed of concrete. Safe automatically locks from inside when burglar attempts to force open. It's sold by H & W Specialties Co., 532 Broadway, Toledo 4, Ohio.



HE'S SELLING SELLING: Chairman D. A. Prouty of the Philadelphia Sales Executives Assn.'s education committee starts with Page 1 of the story he and his committeemen are telling to local school and college folks.

"Do I Want To Be A Salesman?" Philadelphia Students Get Answers

D. A. Prouty and 35 sales executives association members are delivering the story of "Salesmanship—A Career" in schools and colleges while vocational guidance men cheer—Other clubs start using the same presentation.

In Philadelphia they are really selling selling as a career to high school and college* students. The Sales Managers Association of that city has been hard at work for nearly a year and the penetration of its organized campaign is deepening every week. A standard presentation has been made to school board officers, to high school principals, vocational guidance people, teachers and groups of students in about 20 high schools and in three colleges as well. The response has been "enthusiastic."

The Association's campaign, however, has only begun to gather momentum for the long haul. It is to be a continuing project for years as a part of the country-wide plan of the National Federation of Sales

Executives to increase interest and education in selling and thus improve the sales manpower situation. The Philadelphia club hopes later to induce schools to add subjects to their curricula that will provide more training for selling as a profession.

The Association won full cooperation from the school authorities who called the presentation "the finest we have seen—a model that could well be followed by other professions." John G. Kirk, director of the school system's division of distributive education, in a letter to all principals of senior high and vocational-technical schools advising their cooperation said: "A carefully planned program such as the sales managers have prepared would, I think, be of value in helping many young people to arrive at their vocational choice long before they graduate."

A lot of thought, careful planning, and time-consuming work has gone into the Association's project. D. A. Prouty, chairman of the club's education committee and retail sales manager of Scott Paper Co., built the comprehensive presentation, with the help of his own advertising and sales staff and of Association President Niel Adam and other members. They tested it out. They produced it in large and small sizes and began actual work at the top of the Philadelphia school system and in the head administrative offices of local colleges. This won official approvals and paved the way for the spade work to follow.

Then Mr. Prouty's committee divided into two groups. The high schools were assigned to 23 committeemen while 12 other members took the colleges. Individually, or working in teams of two, the committeemen began covering every principal, dean, vocational adviser and teacher of business or commercial subjects. Finally, school by school, the story of selling as a career got down to groups of students—either in class or in special meetings. This part of the work is just now well under way.

*See p. 37, this issue, "How 1,014 College Seniors Rate Selling Work as a Career."

A.
tives
Page
n are
folks.

things you may not have known till now

OR: THIS GETS AROUND TO WOR EVENTUALLY



engineering feat

It is a remarkable fact that nothing surpasses in modern engineering the pyramids of Ghizeh, built more than 5,000 years ago. It is universally acknowledged that the masonry of the pyramids could not be surpassed in these days, and, moreover, is perfect for the purpose for which they were intended—to endure.

An intrepid WOR investigator, named Half Stance, claims that of all the amazing feats of modern broadcasting, WOR's ability to be heard by 34,057,161 people in 430 counties in 18 states is a breathtaking demonstration of power.

animal
pecu-
tires



Tortoises and turtles have no teeth. All animals which chew the cud have cloven feet. The horse has no eyebrows. The stork likes to eat kittens. The eyes of hares are never closed. Sheep have no teeth in the upper jaw. WOR has not raised its daytime rates since Nov. 14, 1937.

WOR's discounts to sponsors have not decreased. In some cases, they have been extended 25 to 30%.

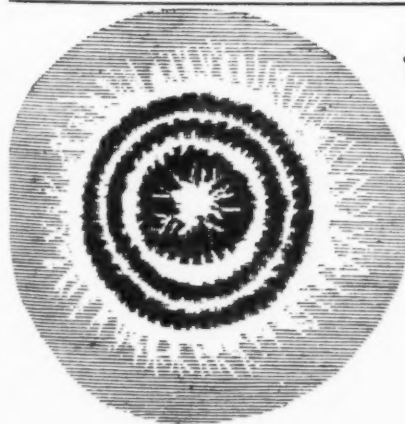
WOR's nighttime rates have not changed since Nov. 1, 1943.

WOR delivers the second lowest cost-per-thousand rate in the U.S.

\$ \$ \$
the most \$
\$ expensive
bean \$

The vanilla bean is the costliest bean on earth. It flourishes in Mexico, chiefly in Papantla and Misantra. It grows wild, and is gathered and marketed by the natives. Just as they come from the forests the beans sell at \$10.00 per 1000. After the beans are dried and cured they are worth from \$11.00 to \$12.00 per pound.

One of the most economical buys in modern radio is WOR. A sponsor recently spoke to people in 422,755 homes for 1/12th of 1-cent per impact per week. We could cite dozens of cases just as startling.



the speed of thought

It takes about two-fifths of a second to call to mind the country in which a well-known town is situated. We can think of the names of the next month in half the time we need to think of the time of last month. It takes on the average of one-third of a second to add numbers containing one digit and half-a-second to multiply them.

It took one WOR sponsor only 7 months to increase his business 25% over the previous year. WOR helped another man jump his product's standing from 8th to 3rd place in a keenly competitive field. It will take you only a few seconds to write or call

—that power-full station at 1440 Broadway, in New York **WOR**
mutual

How To Meet Chicago's Most IMPORTANT Million



When we speak of knowing the right people it is not high society we're talking about, but high *sales figures*. That's why we say: "*In selling Chicago the shortest and straightest line to immediate buying response is to meet Chicago's most IMPORTANT million.*"

And, happily for the sales-minded executive determined to develop this ever-productive Mid-west metropolitan market, there's a way to get a *home reception* from these key families. The way is provided for advertisers in a single newspaper—Chicago's HOME newspaper—the Chicago Daily News.

Chicago Daily News Makes Biggest 1947 GAIN in RETAIL Linage of Any Daily Newspaper in Chicago

The high sales-response rating given the Daily News by Chicago merchants is recorded by the following retail linage figures. They report the retail advertising carried by the Daily News in the two most recent comparative years:—

1947 — 9,838,959 lines

1946 — 8,303,845 lines

GAIN — 1,535,114 lines

And the biggest gain of any Chicago newspaper—morning, evening or Sunday.

How much is this million-fold *home reception* worth to advertisers? We'll let the retail merchants of Chicago answer that question in terms of 1947 linage placed in the Daily News as compared with the year of 1946. (See panel at left.)

Advertising in the Chicago Daily News to

- its evening audience
- its reading-in-the-home audience
- its most IMPORTANT million audience

has become part of the sales-wisdom of many, many sales-planners all over the U.S.A.

• Consumer relations of any importance in Chicago are inseparable from Chicago's most IMPORTANT million — and their HOME newspaper, the Chicago Daily News!

CHICAGO DAILY NEWS

For 72 Years Chicago's HOME Newspaper

JOHN S. KNIGHT, Publisher

DAILY NEWS PLAZA: 400 West Madison Street, CHICAGO

LOS ANGELES OFFICE: 606 South Hill Street

NEW YORK OFFICE: 9 Rockefeller Plaza

DETROIT OFFICE: 407 Free Press Building

SAN FRANCISCO OFFICE: Hobart Building

MIAMI HERALD BUILDING, Miami, Florida

Speakers say students always mill around them afterward to ask questions.

The story is the same, whether a man uses the material in big binders with large picture charts or in 10- x 24-inch folders. It is so complete from start to finish that if a man does nothing more than show it, page by page, and read the copy in a clear voice, the message sinks home. But each man can put into his presentation as much color and additional information as he wishes.

Other clubs already are using the Philadelphia presentation, particularly the nearby ones—the Wilmington Sales Executives Club and the Delaware County Sales Executives Club. The National Federation is preparing "Philadelphia" kits which it is selling to member clubs everywhere.

Cost to Date—\$4000

Up to now the Philadelphia club has invested nearly \$4,000 in the mechanical costs of producing enough copies of the presentation to fully equip the committee for its work. The total investment in time is, of course, considerable; but this is broken down to an hour or two out of a business day per man for each presentation. Some of the appointments are in the evening. Each of the 35 committeemen has definite school assignments and tries to arrange enough appearances in school offices, assemblies and class rooms to reach all the people worthy of attention.

Each kit is equipped with a suggested introductory talk which a man may use if he wishes—a friendly, informal approach to the story that follows. It tells students the speaker wants to talk to them about salesmanship as a career and that he expects to answer the four principal questions about a career that any youngster should have in mind: "1. Is the work important? 2. What are the qualifications you must have? 3. What are the different types of work open to you in this field? 4. What are the rewards?"

Then it is suggested to speakers that, after they go through the presentation, they should wind up by giving students some idea of how to prepare themselves for job interviews when they set out to obtain a position in sales work: That they should know *why* they want to sell; why they want to work for the particular company or in the particular industry; what their qualifications are for selling.

The presentation itself is divided into 11 subject sections, each with a picture chart. Complete copy to

JUNE 1, 1948



Sales Costs too, can be reduced

TO: Thrifty Advertisers FROM: WTAR-Norfolk

"Our Fall-Winter CM Hooper ratings show amazing results, particularly daytime, with 3 additional stations (not operating in the same period last year) now competing. Analysis shows: "For 15 of the 40 daytime Mon.-Fri. quarter hours WTAR has a higher rating than all other six local stations combined. For 36 of the quarter hours WTAR out-rates its nearest competitor.

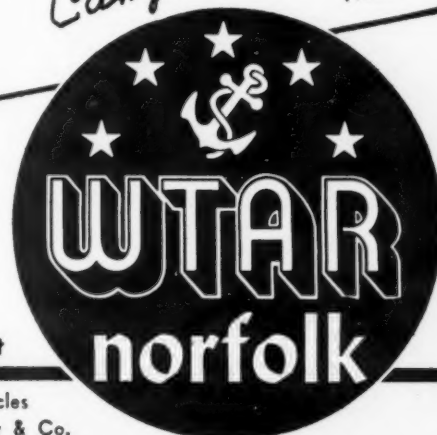
"At night, for 43 of the 56 half hours between 6:00 and 10:00 p.m., Mon.-Sat., WTAR has a higher rating than the other three local nighttime stations combined. On the other 13 half hours WTAR is first by a comfortable margin."

Campbell Armour
President

Let us tell you more
about this thrifty
WTAR-Norfolk market

NBC AFFILIATE
5,000 Watts Day and Night

Operator, WTAR-FM 97.3 Megacycles
National Representatives: Edward Petry & Co.



What fashion magazine . . .

features the *John Fredericks* up-swooping brim and the *Irene* veiled number for the thin face? None other than that *haute monde* medium for some of the country's best customers, charge or casual . . . **SUCCESSFUL FARMING**—devoted to the dual business of farming and farm living! And as a crass commercial consideration, where can you find more custom for high-bracket hats than among wives of high-bracket farmers?

In a market mostly missed by magazines, not always tuned in to network programs . . . **SUCCESSFUL FARMING** concentrates more than 1,200,000 circulation among the nation's best farmers in the 15 Heart States . . . with the best soil, best techniques, highest yields, largest property investments, and '47 average income \$4,000 above the U. S. farm average, \$9,890 (without gov't payments). To reach today's best class market, SF merits a prime position on national schedules! Data and detail, any office. **SUCCESSFUL FARMING**, Des Moines, New York, Chicago, Cleveland, Detroit, Atlanta, San Francisco, Los Angeles.

ery

ette Vierhaus

rth to buy that a good look at ing that the a perfect face is about the con- . Is it too long, here and too

re indeed, and an oval facial e a classic pro- right hat will l flaws, make od points, and re illusion of

good features to problem, for any hat that is stume and her

re not blessed . Suppose your ound. In that at with height an impression of arban, off-the-face at uplifted brims, and ating toques with high crowns are your best buy. [Turn to page 148



John Fredericks

Because the brim stresses angles rather than curves, this winsome bonnet flatters the too-round face. The up-swooping brim directly over the brow adds needed length. If chin line isn't good, the veil may be tied in back



Irene

Wide, curving contours and a soft veil make this hat particularly pretty for a very thin face. The low, flat crown and side width give an illusion of roundness. Facial irregularities can be camouflaged by a patterned veil

Photographs by Edward Ozern



Mary Goodfellow

The forward tilt of this hat shortens the too-long face. The roses and filmy veil draw attention away from angular lines. The forward curving line is good also for the profile with a receding brow and a prominent jaw line



Edgar J. Lorie

The smart, new swing-to-the-side type of hat is an excellent foil for the triangular face with a too-wide jaw. The mist of veiling and flower trim gives width across the forehead to balance the squareness of the jaw line

SALES MANAGEMENT

accompany each may be followed verbatim or used as a guide.

The first is "Salesmanship—A Career," outlining the importance of salesmanship from the days of the Phoenicians up through history to the present greatness of the United States, proving that commerce gives strength and permanency to nations and that selling is essential to commerce. The second covers the contributions salesmanship has made to American full production, high employment, better incomes and improved standards of living, and that eight to 10 million salesmen are necessary to sell the country's annual \$200 billion of goods and services.

The third deals with salesmanship as a profession and the characteristics of a successful salesman; the fourth with basic character qualities desirable in any good salesman—dependability, stability, courage, etc.; the fifth with his human qualities—liking for an understanding of people, tact, loyalty, enthusiasm and so on; the sixth and seventh with his mental qualities and impressiveness of manner and appearance.

Then the story shifts from the man to the job. It deals, section by section with types of selling and with the rewards both in money and in opportunities for service to mankind and for personal advancement.

It Rings the Bell

The effectiveness of the story seems to have astonished even the men who have been delivering it. T. W. Prescott, assistant to Mr. Prouty says: "All of us who have worked with this project and made presentations have simply been overwhelmed by the enthusiasm of both the educators and students."

During this first year of the enterprise, the Philadelphia association has centered its whole effort on rousing interest in selling as a career. This will continue. But the second stage, for next year, will be also to convince schools and colleges they should

teach more subjects that better qualify young men for salesmanship. The club will suggest courses in basic business economics, better business English, practical voice control and business speaking, principles of advertising and sales promotion, selling technique and theory, business statistics, business finance (including credit and collections), distribution research and analysis, marketing principles, transportation, accounting and sales cost budgeting and control, psychology of human relations, and sales management—with an advanced course in sales management problems.

Four Objectives

The broad purposes for which the Philadelphia presentation was created are these:

"1. To present to young men and women counsel and guidance material on the sales profession for their consideration in deciding upon a most important step in their lives—the selection of their careers.

"2. To bring more closely together educators and business people so that each may have a better understanding of the other's problems, aims and aspirations, and in order that they may work together for maximum results.

"3. To make available to students who plan careers in selling the best possible preparation at secondary school and college levels, by working closely with educators who through their efforts prepare our youth for the future.

"4. To help to insure the future success of the free enterprise system in the United States. Mass selling must be strengthened to permanently support the great increase in mass production which has resulted from World War II. It is essential that more and better candidates with the best possible preparation be recruited from our schools to perform this Herculean task."

Check Your Sales Performance

How is Jones doing in Houston as compared with last year? Unless his business is up 28% he isn't doing as well as business in general down there. For the complete story on the progress of retail sales in more than 200 cities, see the revised, improved "High Spot Cities," page 130.

PEPSI-COLA

Knows

HOLLYWOOD
is a Big, SEPARATE
MARKET

RETAIL SALES VOLUME

(Trading Area—1946)

\$832,440,669

PEPSI-COLA

COVERS

HOLLYWOOD

with the

HOLLYWOOD

Citizen-News

AND ADVERTISER

HOLLYWOOD, CALIFORNIA

National Representatives

STORY, BROOKS & FINLEY, INC.

what!
you don't know



Then you are not covering the Tobacco Industry because Sullivan publishes THE TOBACCO LEAF... and TOBACCO LEAF covers the Tobacco Industry.

It will pay you to know SULLIVAN and THE TOBACCO LEAF.

SULLIVAN BUSINESS PUBLICATIONS

80 Wall St., N. Y. 5, N. Y., Ph. HANover 2-4341



CAMPAIGNS AND MARKETING

Cruise Sales

To keep 'em cruising on its Caribbean liners during the March-through-May vacation doldrums, the Standard Fruit and Steamship Co. and its agency, Fitzgerald Advertising Agency, New Orleans, La., double-packed its campaign appeal this year. An "extra" was added to the cruise attractions that had



CARIBBEAN liner, Contessa, tied up for tie-in campaign, holds reception during New Orleans Spring Fiesta. E. M. Richards, vice-president, Republic Steel Corp., Mrs. Richards and hostess.

previously been advertised. Result: bookings for the period boomed until the company was unable to take care of all the people who wanted to sail on its ships.

The "extra" was the chance to see the sights and special events of New Orleans and Southern Louisiana in the spring. Some of these were the New Orleans Spring Fiesta, the Natchez Pilgrimage, the Vicksburg Pilgrimage, Jungle Gardens at Avery Island, La., and the Lafayette, La., and Mobile, Ala., Azalea Trails.

Advertising appeared in Birmingham, Ala., Houston and Dallas, Tex., Memphis, Tenn., St. Louis, Mo., Chicago and New Orleans newspapers, also in *Home Gardening for the South* and a few other selected consumer magazines.

Inquiries that came in were answered with literature showing the attractions of the Standard Fruit and Steamship Co. cruises. Then the in-

quiry letters were turned over to the New Orleans Association of Commerce and to other publicity organizations, which mailed direct appeals for visiting the Spring Fiesta and other events.

During the New Orleans Fiesta receptions were held aboard one of the line's ships as a part of the series of regular receptions held in the city for tourists.

Blaise S. D'Antoni, executive vice-president of the line, reports: "We were flooded with a heavier volume of inquiries, resulting from these advertisements, than we have ever had before at the slow season. What is more important, we sold our bookings completely. The ships sailed with a capacity booking of passengers—something that had never before happened in the spring months when people stay at home to enjoy the mild weather before fleeing summer's heat."

Freedom via N.A.T.A.

Among the advertisements of shoes and shops and no-rub wax and sauerkraut and—*things*, millions of subway, bus, street car and train commuters, since last September, have found car cards advertising—freedom.

The National Association of Transportation Advertising, trade association of the transportation advertising industry, has posted more than 252,000 car cards, bearing testimonial messages signed by "everyday Americans" and designed to stimulate better citizenship, during the past nine months. These cards were posted as a public service in cooperation with The Advertising Council, Inc. Two different cards are being used every month during the year-long American Heritage promotion, which means that 28,000 a month are being shown throughout the country.

Kenyon & Eckhardt, Inc., one of the volunteer agencies for the campaign, has prepared the series of 24 car cards featuring individual points of view on the responsibilities and rights of American citizenship, accenting the fact that, "Freedom is everybody's job!" The first card, shown last September, was designed to coincide with the Freedom Train's visit to

New York City and promoted the train itself. The others, however, are of a general editorial nature and encourage Americans to insure their freedom by serving on juries, by taking an active part in community improvements, and by keeping themselves informed on vital public issues.

The cards are illustrated with photographs of the individuals making testimonials. Parker-Savage Studios and *Look* magazine contributed the photographs without charge.

New York Subways Advertising Co. first used the car cards to tie in with the Freedom Train by using American Heritage campaign messages in place of their standard editorial cards. Throughout the National Association of Transportation Advertising, all of the 24 designs were made available at cost to transportation advertising firms across the country. National Transitads considered the theme so important that they produced these cards as a public service for their own markets.

N. A. T. A., National Transitads, and many other individual transportation advertising firms have placed the American Heritage cards in addition to their regular monthly con-

"KNOW WHY I CAME TO AMERICA?"

To earn more money. Know what else I found—more valuable than all the money in the world? Freedom—the rights and privileges guaranteed to every citizen. How many other countries would give me all this?

W. J. DILLON

FREEDOM IS EVERYBODY'S JOB!

TELLING RIDERS via car cards prepared by Kenyon & Eckhardt, Inc., for The Advertising Council's American Heritage drive.

tributions of space to Advertising Council campaigns which is valued at about \$100,000. The value of the space contributed by the transportation advertising industry to the American Heritage campaign during the nine months the cards have already run is estimated at approximately \$250,000.

The widespread cooperation of radio, magazines, newspapers, and outdoor advertising has also been enlisted by The Advertising Council, in cooperation with the American Heritage Foundation, for this vital campaign to arouse citizens to re-dedicate themselves to the preservation of the American way of life.

SALES MANAGEMENT



How to get "Key Men" to more Key Places

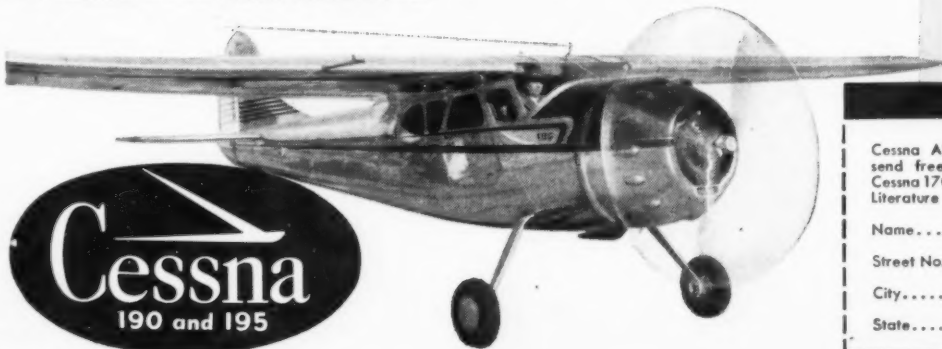


2. For these are not light planes but practical 4-5 place airliners . . . with airline-type engines, Hamilton Standard Constant Speed Propellers, every safety and comfort feature. Just the right size for the average executive group. So economical even medium-size firms can operate several.

1. You'll never have enough real top-notchers . . . men whose presence makes things hum. But you *can* make better use of those you have, get them more places, more comfortably . . . with a company-owned Cessna 195 or 190!



3. Invaluable in business . . . they also offer grand relaxation for top executives and clients. Their 700-mile ranges and cruising speeds of well over 160 m. p. h. put every marketing point and vacation spot within easy reach! See for yourself how safe and practical these new planes are. On your next business trip, have your Cessna dealer fly you in a new 190 or 195!



**ONLY CESSNA OFFERS
A COMPLETE LINE OF
PERSONAL PLANES!**



CESSNA 120-140

Practical 2-place, cross-country planes at light training plane prices! All metal structure. Patented Safety Landing Gear. Many comfort and safety "extras." The 140 has a 90 H. P. engine and cruises at nicely over 105 m. p. h. The 120 has an 85 H. P. engine and cruises at over 100 m. p. h. Both have ranges of more than 450 miles.



CESSNA 170

The low-cost, 4-place "Family Car of the Air." Easy to fly—economical to operate—plenty of room for four adults plus luggage! Wide doors. Wide foam-rubber seats. Luxurious cabin with beautiful upholstery and new sound-proofing which makes normal conversation pleasant. 145 H. P. Continental Engine—over 120 m. p. h. cruising speed—safe 500-mile range. See the Cessna 170 . . . it makes flying practical for thousands of families and business firms.

See Your Cessna Dealer

MAIL THIS COUPON

Cessna Aircraft Co., Dept. SM, Wichita, Kansas. Please send free literature giving complete description of the Cessna 170 (); Cessna 120, 140 (); Cessna 190, 195 (); Literature for model builders ().

Name.....

Street No.....

City.....County.....

State.....Phone No.....

JUNE 1, 1948

KING

OF WOOL GROWERS



The king of America's wool growers is appropriately named. He is H. J. King, president of King Bros. Sheep Company of Laramie, Wyoming.

For more than 50 years King has been raising and promoting high quality wool breeds of sheep. It was not unusual that a fleece from his Corriedale flock was judged Grand Champion of America last year.

King himself is a champion. He leads Wyoming's Farm Bureau and is a director of the national organization. He is one of the *Influential Million Farm Bureau* leaders. Like the others he ardently reads every issue of *Nation's Agriculture* — the official publication of the American Farm Bureau.

Direct your advertising message to this influential group of farm businessmen. Reach a growing number of rural leaders in every community. Advertise in—

The Nation's
AGRICULTURE

OFFICIAL PUBLICATION FOR

1,275,000

FARM FAMILIES OF THE
AMERICAN FARM BUREAU FEDERATION
58 E. Washington St., Chicago, Ill.

Watch Promotion

The Watchmakers of Switzerland are currently launching a campaign in consumer magazines, newspapers and in jewelry business publications.

This new campaign is being directed by Foote, Cone & Belding. It is designed to help retail jewelers build store traffic and sell more watches. The campaign stresses the slogan: "For the Gifts You'll Give with Pride—Let Your Jeweler Be Your Guide."

Full-page advertisements are beginning to appear in *Life*, *The Saturday Evening Post*, *Collier's*, *Time*, and *Newsweek*. Shortly thereafter full-pages will appear monthly in *Better Homes and Gardens*, *National Geographic Magazine*, *Fortune*, *Country Gentleman*, and *Farm Journal*. . . .

This national consumer schedule will be supplemented by advertisements in key jewelry publications and peak-season consumer advertising in Sunday newspaper supplements in 50 major market areas. *The American Weekly*, *This Week Magazine*, *Parade*, and several other supplement sections will be used.

Raising Venetian Blinds

Due to the success of its first year and a half's work, the Venetian Blind Association of America is expanding its campaign into the advertising field.

The work of the Association thus far has been devoted promotionwise to correcting the adverse style opinion of blinds held by the influential magazine and newspaper home furnishings editors whose pages are the guide for the 30,000,000 homemakers of America. A continuous analysis reveals that the weak 11% showing of venetian blinds in 1946 has already been increased by promotion activities to 50%.

The Association's first showing will be a four-color, full-page advertisement to appear in the July issue of *House Beautiful*.

The advertisement establishes the basic pattern of the Association's activities for the year to come. The purpose is to link the traditional room as endorsed by a leading interior decorator to the modern budgeted adaptation of that tradition by a young couple. The authority of the decorator and the testimonial of the young couple emphasize in order the high style acceptance of blinds plus the budgeted angle of economy in the lasting beauty of blinds.

The advertisement also makes use of a coupon for distribution of "Wardrobe for Your Windows," a 24-page booklet compiled by and fea-

turing, 15 country-wide editorial and decorating authorities on window treatment. The Venetian Blind Association of America account is handled by Butler-Advertising.

Recipe Contest

No boxtops, labels nor special entry blanks are required to enter a contest just launched (May 18) by the John E. Cain Co., Cambridge, Mass., to push its Mayonnaise throughout New England and New York State.

The contest is to continue for 10 weeks. Each week 72 daily newspapers will carry a Cain advertisement. Radio coverage by five key stations in the territory is supplementing the newspaper campaign. Each advertisement contains a different recipe especially chosen by Mildred Carlson, Boston home economist, radio broadcaster and household page editor of *The Boston Post*.



BEEF STEW and other recipes on 100 million match books promote Hunt's tomato sauce in cooking. Hunt Foods, Inc., purchased the space and distribution through National Match Books Advertising, Inc., sales agency.

Homemakers simply try the recipe, using Cain's Mayonnaise as an ingredient, then write in 50 words or less how their families like the dish.

A \$100 cash prize is awarded for the best letter each week. The 10 best letters win copies of the popular *Better Homes and Gardens Cook Book*. At the close of the contest a grand prize of \$500 in cash will be awarded for the best letter among all received. Second and third grand prizes will be \$200 and \$100, respectively. In addition, there will be prizes for grocers, including the choice of a television set, electric refrigerator or deep freeze unit. Also on the list of grocer prizes will be two tickets to the 1948 World Series.

SALES MANAGEMENT

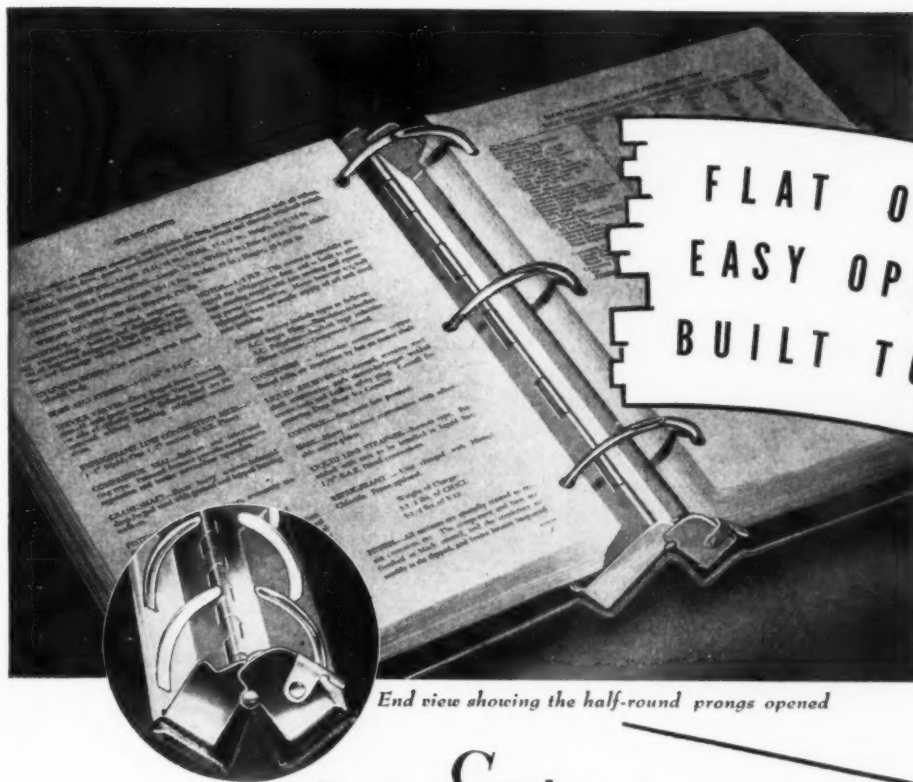
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MAKE YOUR SELLING JOB EASIER.....

WITH THE *Burkhardt* PRONG BINDER



End view showing the half-round prongs opened

Combined in the Burkhardt Prong Binder (the original binder with half-round prongs) are the most desirable features long needed in catalog and sales promotion binders. With the Burkhardt Prong Binder you can add or change sheets quickly—easily—at any point in the binder without removing the balance of the contents. Sheets lie flat for easy reference. The light weight, compact construction takes a minimum of space. Order a sample and make your own comparison. Four capacities available, 1"—1½"—2"—3".

THE BURKHARDT COMPANY

LARNED AT SECOND BOULEVARD, DETROIT 26

BINDERS TO AMERICAN BUSINESS

JUNE 1, 1948

How to Move California To Kalamazoo

A smartly-conceived manual gives retailers a variety of ideas, with accompanying source lists, for California promotions. As you might guess, the project is fathered by manufacturer-members of California Apparel Creators.



Don't discount it as "boosting"—the conviction of Californians that people everywhere are a bit dippy about the Golden State, and even get excited about a barbecue cart or a sports shirt from there.

Throughout the country, for many years, retail stores have proved this theory by cashing in with California promotions and permanent California shops.

Many other retailers wanted to stage California apparel or housewares promotions, or put on displays, but did not know where to obtain ideas, sketches, photographs and other California material.

No agency was interested in providing a busy retailer with suggestions for modest window displays, "California Week," and so on, up to permanent shops, found in many cities.

This is a point-of-sale opportunity for California manufacturers, and



California Displays pre-sell your customers

The new California Shop—these displays surround your California fashion with all the color and glamour of California itself. As a result of arrangements made by the California Apparel Council—your own, under these displays direct from the California Association that make them. See the advertising order page in the back of this manual for full information on them.



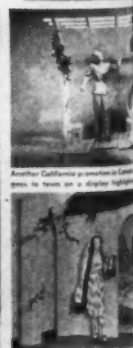
The Rice Adler Co. of South Bend, Indiana, displays an elegant California display creating vintage scenes in California national traditions.



Bliss Bros. of Tacoma, Washington, features a display of California fabrics with a gala California promotion.



Global Brothers of Philadelphia creates a dramatic California display. RIGHT: Another display on California fabrics—this time by William H. Block Co. of Indianapolis.



Another California promotion—this time by a display highlighting California fabrics.



SOMETHING WONDERFUL HAPPENS WHEN YOU WEAR CLOTHES FROM CALIFORNIA

CREATING THE MOOD: Retailers across the Nation glean promotional ideas, such as these, from California Apparel's source manual, an industry-wide promotion for the State.

S. S. Burnett has two famous recipes!

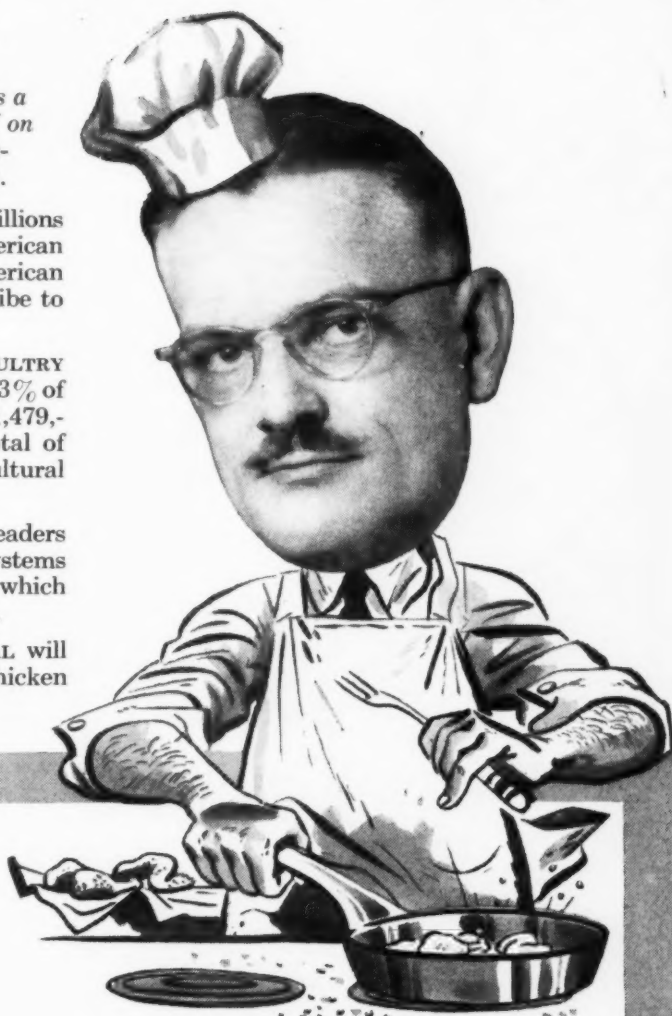
S. S. Burnett, or "Stew" to his friends, advertising manager of The F. E. Myers & Brother Company, Ashland, Ohio, like many other advertising men, has a penchant for cooking on occasion. He prides himself on his fried chicken a la Burnett. His recipe, given elsewhere on this page, calls for only one frying chicken.

● Fried chicken is an American custom! Last year millions and millions of chickens found their way into American frying pans! These chickens were raised by American poultry farmers, more than 500,000 of whom subscribe to THE AMERICAN POULTRY JOURNAL.

● 92.8%, the circulation of THE AMERICAN POULTRY JOURNAL, is concentrated in areas which produce 85.3% of egg production. Talk about cash income! Eggs, \$1,479,-981,000.00. Poultry, \$1,201,223,000.00. A grand total of \$2,681,204,000.00 or over 10.9% of the total agricultural cash income.

● No wonder THE AMERICAN POULTRY JOURNAL readers constitute a big market for Myers' pumps, water systems and sprayers, as well as the many other products which are advertised in THE AMERICAN POULTRY JOURNAL.

● A schedule in THE AMERICAN POULTRY JOURNAL will bring your advertising story to more than 500,000 chicken raisers made prosperous by eggs and poultry.

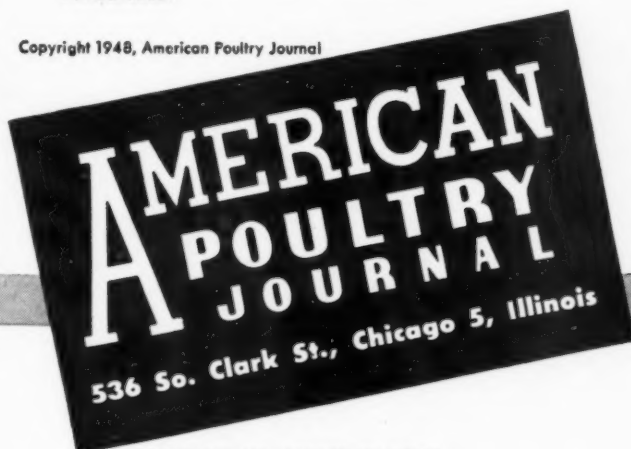


Mr. Burnett's Recipe No. 1

"I feel that the best recipe for industry leadership and volume sales is continuous space advertising in the best national and special publications.

"The F. E. Myers & Brother Company have been advertising continuously in farm journals and special publications since 1920, and we have found American Poultry Journal readers responsive to advertising, and with sufficient income and desire to install our modern conveniences."

Copyright 1948, American Poultry Journal



ADVERTISING REPRESENTATIVES

New York—A. B. McClanahan Co.
295 Madison Avenue
Phone Lexington 2-1234

Detroit—Hil. F. Best
131 W. Lafayette St.
Phone Randolph 7298

Minneapolis—J. P. Maloney Co.
1019 Northwestern Bank Bldg.
Phone Atlantic 2229

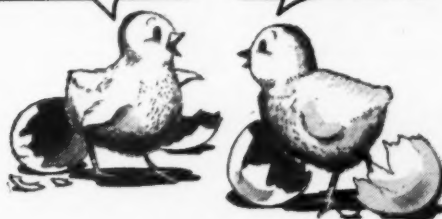
Los Angeles—Robt. W. Walker Co.
684 S. Lafayette Pl.
Phone Drexel 4388

Mr. Burnett's Recipe No. 2

Fried Chicken a la Burnett: Brown a seasoned frying chicken in butter, quickly, turning pieces continuously. When browned, remove from skillet, put in an open roasting pan. Add one pint sour cream. Bake in moderate oven for 90 minutes. When tender, remove from oven, place pan on flame on top of stove, add one pint sour cream. Stir until cream gravy is bubbling. Add one tablespoon tarragon vinegar. Pour gravy over chicken and serve.

"I have the biggest net paid circulation in the field."

"I carry more National hatchery advertising than any other magazine in the field."





Gather 65 thousand families together — families with average incomes exceeding \$5,500 per year — and you have the kind of *dollar magic* present in the Quad-City market.

It is significant, too, that nearly 60% of Quad-Cities' population live on the Illinois side, where the Argus-Dispatch newspapers are read 8 to 1 over any other daily paper. To harness Quad-Cities' *dollar magic* to your product, the Argus-Dispatch newspapers deserve "top billing" in your newspaper advertising plans.

\$\$\$ Facts About the QUAD-CITIES \$\$\$

Largest market in Illinois and Iowa, outside of Chicago.

Over 200,000 urban population.

Retail sales exceeded \$210 million in 1947.

Farm Machinery manufacturing center of the world.

National Representatives — The Allen Klapp Company



MOLINE DISPATCH and ROCK ISLAND ARGUS

last year, those in the Los Angeles California Apparel Creators Organization decided to publish a sales promotion manual for retailers, and to set up a department to supply the necessary "atmosphere" for carrying out suggestions.

This manual is a thorough job. The association and The Mayers Co., advertising agency, Los Angeles, spent several months on its preparation. They carefully considered every problem faced by any retailer thinking about promoting California merchandise at his own point-of-sale.

This particular manual is planned to cover the Fall of 1948. Because these manufacturers make style merchandise, and each season brings its own fashions, and changes, new ideas will be needed in future seasons. To meet this need, there will be a series of manuals — and probably "packaged" point-of-sale plans and display material; gauged to stores of various sizes, to be ordered by number, and containing everything required for a complete California promotion set-up; at least, that is the present plan.

Contents of 1948 Issue

The 1948 manual contains nothing revolutionary in promotion formulas. On the contrary, emphasis is on tried and tested methods which produced results in thousands of retail stores. "What good is a promotion if it doesn't make money?" was the thought kept in mind.

The manual leads off with designs of a dozen California shops, mostly entrances to departments, with mural photographs and other decorative material. Each shop is pictured, and the decorators, photographers, and other firms where the materials used may be purchased, are listed.

Next in the manual come about 30 California displays and as many California windows, sketched and photographed, with a list of sources for the materials.

A great deal of care went into the selection of approximately 75 photographs, generally the first thing retailers want, and the hardest for them to obtain. These pictures are by crack photographers, and are sold at prices from \$1 to \$20, the latter being blowups as large as 30x40 inches.

Radio transcriptions in which movie stars are briefly interviewed on the subject of California clothes are also available. These run about one minute and can be used as introductions to the retailer's own program.

Posters can be obtained without charge from such sources as Chambers of Commerce and business organizations. The arrangements have been made, and the retailer has only

to write requesting the material he wants, selecting from the manual.

As this is California Centennial Year, the 100th anniversary of the discovery of gold, considerable research went into gathering old '49 photographs, fashion plates, illustrations, advertisements. Special '49 counters, windows and displays are sketched. This historic material, reproduced in photographs and photo-stats, is available to the retailer, who next fall will find newspaper and magazine readers interested in the Gold Rush celebrations.

Finally, there is an itemized list

of apparel made by the association manufacturers, grouped under women's, children's and men's wear, sports clothes and other listings, for the convenience of merchandise buyers. Each manufacturer's lines are priced, members are listed alphabetically, and addresses and telephone numbers of suppliers are included.

The glamor of California is real to Californians. This manufacturers' association has put it into a slogan: "Something wonderful happens when you wear clothes from California."

And now they've put it into a point-of-sale book.



Sell the NEWS READERS

and you sell the WHOLE market

98.6%
(city zone families)
read the NEWS

With 98% city zone coverage
your advertising in the
Buffalo Evening News
sells this market —
easier and at lower net cost.

BUFFALO EVENING NEWS

EDWARD H. BUTLER, Editor and Publisher

"Western New York's Great Newspaper"

KELLY-SMITH CO., National Representatives



Why is the fully equipped Post-war Home

FOR a while, every American family seemed to be indulging in the dream of a fully-equipped post-war home.

Come peace, and household drudgery would disappear. The Age of Appliances would begin... marvelous new appliances that would clean and cook, roast and refrigerate, wash and warm, mix food, make toast, dispose of garbage and make life trouble-free and beautiful.

Appliance manufacturers, looking ahead to post-war days, indulged in delightful dreams too. New markets would open, sales would expand, profits rise, and demand—big, glorious demand—would last forever.

Why are these dreams being shattered?

Appliance sales *have* increased as never before in history, yet *estimates of appliance sales for 1948 indicate a drop all along the line!*

What's the explanation? Resistance to prices is one answer. 69% of the companies in the appliance field report resistance to present price levels.

Keener competition is another reason. Dealers' shelves and showrooms that once stood bare, are bursting with equipment today.

And appliance manufacturers are discovering that in times like these it isn't enough merely to advertise their products, in the usual way, in the usual media, to the usual prospects.

They must reach the 30% of our homes still without refrigerators, the 39% of our families who still have no toasters, the 50% who are still without vacuum cleaners. And the figures on *these* prospects range all the way up to 93% of our homes without ironers.

To bring maximum results today, they must sell a *new* market... people who haven't been saturated with sales appeals, people who still *need* their products, are ready to buy their products, and can *afford* to pay for their products.

There is such a *new* market for appliance manufac-





...still only a dream?

turers. It consists of the 6,500,000 young women who read the Dell Modern Group... Modern Romances, Modern Screen, Screen Stories.

2,500,000 of these, for example, are readers of Modern Romances... and they are an untapped market for home appliances. Because two-thirds of them were adolescent before the war, they haven't *yet* been sold on brands of toasters, cleaners, refrigerators, washers, clocks. Their brand loyalties are still to be formed, and the appliance manufacturer who captures them today can count on them for life!

Because 70% of these young Modern Romances readers are recently married, they are in the very act of establishing homes, furnishing them, equipping them... *buying for them*. And because the median weekly earnings of these readers are 46% *above the national figure*... they can afford to make the dream of a fully-equipped post-war home come true.

Why is this rich, new market sometimes overlooked by appliance manufacturers? Because they fail to realize that the *young women* readers of Modern Roman-

ces and the Dell Modern Group *cannot be reached through the average and "service" magazines where the reader's median age is 35.*

These young "moderns" prefer an *emotional* presentation of editorial material. They read Modern Romances because it is *custom-edited* for their tastes, needs and interests.

They, and in fact all of the 6,500,000 young women readers of the Dell Modern Group, represent the biggest, surest, most profitable opportunity available today for appliance manufacturers to find a *new market* that will keep sales expanding in 1948.

Isn't it time *you* heard the full story of the Dell Modern Group?

WHERE DOES YOUR PRODUCT STAND IN THE APPLIANCE FIELD?

Send for a free copy of the appliance section of Dell's 10th Annual Survey of Homemaking... an authoritative, complete study that shows competitive position, breakdown by markets, age groups, income... plus the long-range buying trend. Write to Research Department, Dell Publishing Company, 261 Fifth Ave., New York 16, N. Y.

Modern Romances

OF THE DELL MODERN GROUP

MODERN ROMANCES... MODERN SCREEN... SCREEN STORIES

DELL PUBLISHING COMPANY, 261 FIFTH AVENUE, NEW YORK 16

In Iowa, it's not how many dollars—but **HOW MANY PIGS!**



IN IOWA, farmers can buy more than ever—and more than almost anybody else! That's because their buying power is measured in pigs!

Subscribers to Wallaces' Farmer and Iowa Homestead have better than five times the U.S. average in number of hogs and pigs per farm according to the U.S. Bureau of the Census. This means more buying capacity to buy more of the things you sell. According to the Census, these subscriber-farmers raise nearly six times as much corn as the average U. S. farmer.

Reach the top farmers in America's top farm market. Advertise to the quarter-million farmers who read Wallaces' Farmer and Iowa Homestead regularly twice each month.

WALLACES' FARMER *and* **IOWA HOMESTEAD**

Des Moines
Iowa



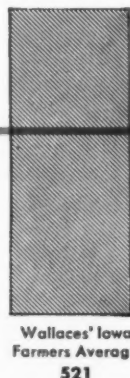
Dante M. Pierce
Publisher



FREE! **New Market Study Based on Special Census Bureau Tabulation**

Information of your best farmer prospects in Iowa from a special tabulation made by the Census Bureau at the expense of Wallaces' Farmer. In making these special tabulations the Census Bureau, in accordance with law, did not reveal to Midwest Farm Papers, Inc., any information regarding any individual farm or farmer. 32 pages of charts, facts, figures. A storehouse of exclusive information. Send request on letterhead now.

Number of hogs and pigs per farm



Readers' Service Can Furnish These Reprints

Send order with remittance to Readers' Service Bureau, Sales Management, Inc., 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number:

NEW REPRINTS

172—Are Your Salesmen Equipped To Prove Quality? by Burton Bigelow. (Price 5c)

171—Four Practical Approaches to Packaged Food Merchandising, by Frank L. McKibbin, Jr. (Price 10c)

170—How to Train Salesmen For a Buyers' Market. (A selected group of articles on the theory and practice of sales training.) (Price \$1.00)

169—ABC's of Effective Sales Training, by William Rados. (Seven articles.) (Price 50c)

168—What Kind of College Training for Careers in Sales? by Robert S. Wilson. (Price 5c)

167—The Passion for Inquiries, by Cheltenham Bold. (Price 5c)

166—65% of the Men We Hire Now Stick and Succeed, by George L. Todd. (Price 5c)

165—Ten Ways to Avoid Aimless Interviews with Sales Applicants, by Lewis Llewellyn. (Price 5c)

ADVERTISING

160—National Brands Now Get Full Recognition in Kroger Chain. (Price 5c)

159—Does It Pay to Repeat an Ad? Tests Say "Yes." (Price 5c)

158—Primer on Prize Contests, by Frank Waggoner. (Price 5c)

MANPOWER PROBLEMS

163—Bigelow-Sanford Pay Plan Teams Salary with Two-Way Incentive. (Price 5c)

155—Morale in the Sales Force: What Can We do To Keep It Healthy? by R. L. Cain. (Price 5c)

145—Five Yardsticks for Measuring a Salesman's Efficiency, by Richard S. Crisp (Price 10c)

142—Paying for Sales: Some Compensation Principles and Practices. (A portfolio of 13 articles.) (Price 50c)

MARKETS

156—Sales and Advertising Experts

Pick the Best Test Markets of the Country in Three Population Groups. (Price 25c)

152—Where to Look for Big Buyers in Chicago. (Includes a tabulation of Chicago buying offices.) (Price 10c)

125—New York Buying Groups Increase Department Store Memberships in 1946. (Includes tabulation of membership in principal cities.) (Price 10c)

142A—Los Angeles Now Rates as Major Buying Center. (Includes tabulation of Los Angeles buying offices.) (Price 10c)

PACKAGING

162—What Women Like and Dislike About Packages Today. (A survey of housewives in ten cities.) (Price 25c)

SALESMANSHIP

164—How To Sell To Dealers, by W. C. Dorr. (Three articles.) (Price 20c)

161—Why I Lost That Order. (Price 5c)

149—Salesmanship as a Profession, by Robert S. Wilson. (Price 25c)

126—What Makes a Star Salesman Tick? by Jack Lacy. (Price 5c)

*On Our
TOES!*

★ THE LISTENERS
★ THE AUDIENCE
★ THE SALES



We've Got 'Em All!

WIOD is the station most people listen to most.



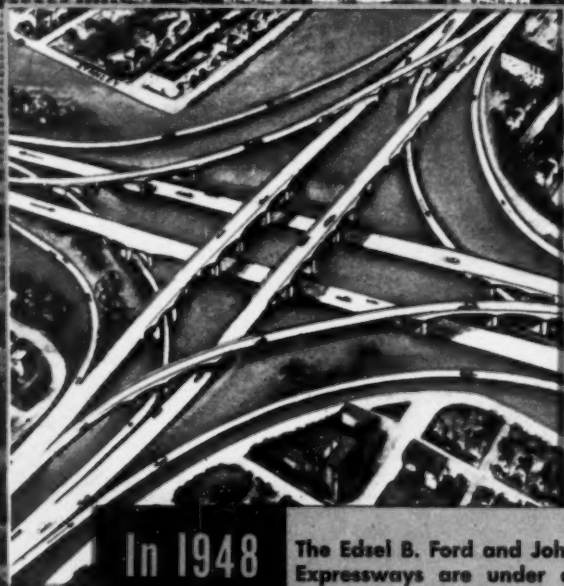
National Representatives
GEORGE P. HOLLINGBERY CO.
Southeast Representative
HARRY E. CUMMINGS
JAMES M. LeGATE, General Manager

5,000 WATTS • 610 KC • NBC

Markets change



In 1945 Detroit faced a growing transportation problem. Traffic movement was threatened by a 200,000 population increase, and the pressure of unprecedented demands being made on the automobile industry.



In 1948

The Edsel B. Ford and John C. Lodge Expressways are under actual construction. And this is but a start on the

105 mile system of Expressways which will provide quick—safe travel to and from every section of Detroit at a cost of nearly one-half billion dollars.

Changes in trucking and passenger traffic mean changes in warehousing, in service station locations, in garages, in restaurants—changes in ever widening product and service classifications. The Manhattan-Brooklyn Tunnel, in New York, The East Boston Tunnel in Boston, the "Arroyos" elevated superhighways in Los Angeles, will mean important changes in these markets. Yes, markets are changing constantly... as population shifts, as retail areas move, as local traffic is re-routed. And in these changing markets—yesterday's sales program won't produce today's sales.

e.....fast..

HEARST ADVERTISING SERVICE KNOWS THE CHANGING MARKET. HERE'S WHAT LEADING SALES EXECUTIVES SAY:



Travelling Branch Supervisor

"The most astonishing and informative job we have ever seen. We spent several weeks in one market seeking information which would have been immediately available from your control book."

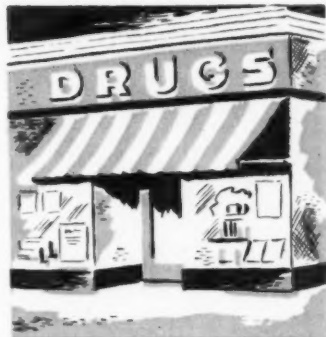


Important Food Company

"We plan to set up sales operation with your control tools with which we will handle all our distributors and direct sales. We are breaking down volume from each of the sales divisions you have and are setting up a department to analyze each district and our sales activities in them."

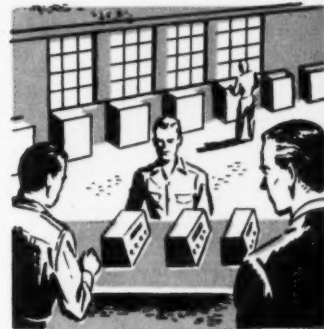
Large Drug Company

"We are holding meetings now and working to set up our business in X from this control. This is the tool we have long hoped to find."



Major Radio Company

"Within a few months your control will be a daily factor in our sales operation."



In 9 major markets across the country, H.A.S. men are ready to aid sales and advertising executives in the vital analysis of changing local markets. Ready with the amazingly complete Sales Operating Controls, showing retail outlets in 18 product classifications for every shopping center and shopping street. This complete and accurate set-up of major markets was compiled, mapped, charted and classified on the spot by local men who know local conditions.

In addition to the Sales Operating Controls, H.A.S. men have at their command all the resources of Hearst Newspapers' Research and Marketing Departments in 9 markets that annually turn in 22 1/2 billion dollars in retail sales. Perhaps this marketing service can be of value to you as it has to so many sales and advertising executives in a wide range of product classifications. Call or write the Hearst Advertising Service man nearest you.

KNOW YOUR NEWSPAPER MAN TO KNOW YOUR MARKETS

Hearst Advertising Service

Herbert W. Beyea, General Manager
2959 8th Avenue, New York 19, N. Y.—Offices in principal cities

Representing

New York Journal-American
Baltimore News-Post American
Pittsburgh Sun-Telegraph

San Francisco Examiner
Detroit Times
Boston Record-American Advertiser
Albany Times Union

Los Angeles Examiner
Chicago Herald-American
Seattle Post-Intelligencer

Models Help Motor Makers Select New Car Colors

BY D. G. BAIRD

An automobile manufacturer can't afford snap judgment when he picks paints. Too much is at stake. So Ditzler gives him a theater showing in which he views vari-colored miniatures moving on a turntable under special lighting.

"When a salesman shows the new colors on these miniature models, he doesn't have to do any further selling—they sell themselves."

Lloyd R. Vivian, sales promotion manager, the Ditzler Color Division Pittsburgh Plate Glass Co., Detroit, was explaining how his Division creates colors for automobiles and presents them to motor car manufacturers for their approval.

The scene was a miniature theater in the Ditzler salesroom, and center of attraction was a miniature car. Made to scale and painted in one of this Division's new "Pan-American Series" of colors, it was riding



PAINT PREVIEW: Lloyd R. Vivian (above), sales promotion manager, Ditzler Color Division, stages an advance showing of new car colors in the company's theater. It's group selling.



IDEA HUNT: This Ditzler color expert pores over American art in search for new hues. In background, scale models with sample colors.



FINAL SELECTION: Colors passing preference tests on models show up on cars. Top executives pick colors.

"SYRACUSE is your dish for increased SALES"



"The Onondaga Pottery Company is proud to take its place among the 400 diversified industries in Central New York which contribute to make this area the perfect market for the introduction of new products . . . and the sales expansion of familiar products," says Richard H. Pass, head of one of the world's largest producers of chinaware.

"The working men and women of Syracuse and the surrounding area are known throughout the nation for their buying power. That's because Syracuse industry has been alert . . . pays a good wage . . . preserves an ideal management-employee relationship. As a result, the buying power in Central New York has always been far above the average . . . producing more sales per advertising dollars spent."

says:

RICHARD H. PASS

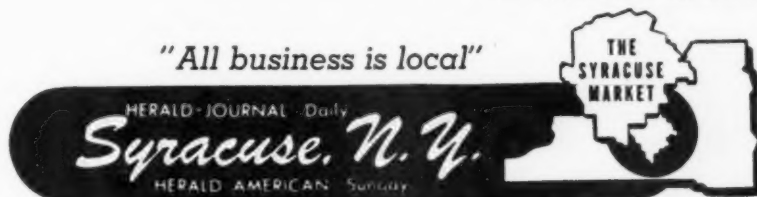
President
Onondaga Pottery Co.



Merchandisers and space buyers throughout the nation are familiar with this unusual economic condition, and beam their selling messages to Syracuse.

For complete market coverage at one low cost it's the Syracuse Herald-Journal (daily) . . . the Syracuse Herald-American (Sunday).

"All business is local"



National Representatives... Moloney Regan & Schmitt, Inc.

JUNE 1, 1948

MR. GEORGE A. RICHARDS

Announces

the appointment of...



MR. FRANK E. MULLEN

AS PRESIDENT OF

W J R W G A R K M P C
DETROIT CLEVELAND LOS ANGELES

Mr. Mullen, who will take over the active administration of these three stations, has a long and successful record in the radio industry. He joined the National Broadcasting Company in 1926, has been an executive vice president since 1940. He was a vice president of the parent company—The Radio Corporation of America. We are indeed proud to announce that a man of his attainments and long experience in all phases of radio will very shortly assume the office of presidency of our three stations.



around on a turntable, its brilliant finish gleaming under special lights. Behind the scenes were scores of similar models, painted in many different colors, and from time to time Mr. Vivian set one model off the turntable and an attendant handed him another to display in the same way.

These miniature models are used in closing sales, he explains. Ditzler salesmen take an assortment of them to customers' plants or, better still, they bring customers to this miniature theater where they can present the models to best advantage. In addition to a stage, turntable, draperies and special lighting arrangements, this miniature theater houses many large wall panels on which paint samples are displayed, a stock of small sample panels in current use, files which contain upward of 2,000 "live color" panels, and a color library. The miniature model cars are made of plaster and are designed to represent current automobile styles, although none is an exact replica of any one manufacturer's model. A new one which is nearing completion resembles the "dream car" of which the public has seen many futuristic sketches.

However, automobile manufacturers do not choose colors for their cars on the spur of the moment. The miniature models described above are sales clinchers, but back of them are months, even years, of preparation, plus a series of less pretentious presentations. After the miniature models, additional studies are made, for car manufacturers are never completely satisfied with colors until they see them on their own new models.

Color Themes

Ditzler's design and color engineer prepares an entirely new line of colors each season. These are called color series and each series is based upon a definite theme and named accordingly. The 1948 line is known as the "Pan-American Series" and includes no less than 62 different colors. Some previous lines have been known as the Vogue Series, the Metropolitan Series, the Williamsburg Series. These colors are developed by artists who study the theme and mix experimental tints to reproduce the colors suggested by the theme. Thus, the current Pan-American Series is based upon the vivid colors of native America. As might be expected, some of the shades are derived from bright red hues beloved by the American Indian; others owe their origin to soft pastel shades of Early American pottery and woven fabrics.

Actually, Mr. Vivian says, there is no such thing as a new color. But there are endless color possibilities waiting only to be discovered and developed for practical use on automobiles. Then too, new characteristics of paints are being developed, and research to improve the quality of automobile finishes is continually being carried on.

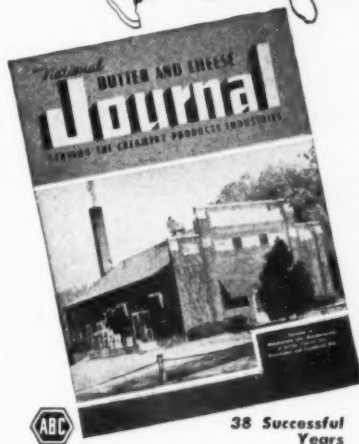
New finishes are thoroughly tested before they are offered to customers. Exposure tests are made in Detroit and Fort Lauderdale, Fla., Proving Ground. The roof of the Ditzler

laboratory building in Detroit is used as an outdoor proving ground, and the laboratory proper is equipped with mechanical testing devices.

When new colors have been perfected and adopted by Ditzler, thousands of small samples, similar to those used before the advent of the miniature model cars, are painted with the colors.

In the early days of the industry, when car manufacturers started to paint their cars colors other than black, Ditzler equipped its salesman with color chip sheets, similar to those

CIRCULATION WHERE IT COUNTS



The Only ABC Paper Covering the Creamery Products Industries . . . Butter, Cheese, Dry, Evaporated and Condensed Milks

Wherever butter or cheese is made . . . or milk is concentrated or dried . . . you'll find the NATIONAL BUTTER AND CHEESE JOURNAL . . . within arm's reach of a buying-executive. The maps show how closely "Journal" pin-point precision coverage parallels production. This direct-contact no-waste circulation means that your advertising reaches "buy" men who can say "okay" and sign orders . . . buttermakers, cheesemakers, and concentrated milk plant operators who are in charge of production AND PURCHASES. That's why "JOURNAL" selective buy-able subscribers are so readily responsive to "JOURNAL" advertising . . . why advertisers get so much more for their money.

It took years to build this quality readership . . . 37 years — backed by an editorial policy and far-sighted planning that in turn has so solidly helped to build these flourishing industries. Today they're a 2 billion dollar market; a vast network of many thousands of plants from coast to coast that annually manufacture 2 billion dollars worth of dairy products. Write for the new facts about this huge ever-growing market . . . and how the NATIONAL BUTTER AND CHEESE JOURNAL can help you enter it PROFITABLY and PERMANENTLY.

Free to advertisers and advertising agencies: marketing, merchandising data, and live survey facts to help you plan more effective advertising and increase your sales to the dairy industries. Lists and addressing-mailing services at moderate cost. Ask us — we have it — or get it.



Write for Market Data Surveys

THE OLSEN PUBLISHING COMPANY

1445 N. FIFTH STREET

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SHOW WINDOWS of the SOUTH



Redressed daily
for the
huge reader audience
of the
billion and one-half dollar
Memphis Market.





SALES AIDS: From left to right is shown evolution of Ditzler color sales aids, starting with small metal panel, progressing to scale model. No more guessing.

still used by domestic paint manufacturers, to show its line of available colors. These served their purpose, but they were small and there were too many colors on one sheet.

Next step in development of better sales helps was an assortment of painted metal panels, each 3 x 6 inches in size. These were a great improvement over the chip sheets, because they were larger, made of metal, and each color was displayed separately.

Color Sales Aids

Some cautious customers wanted to know how the colors would look on curved surfaces which would show reflections from different angles, so Ditzler added curved metal panels, 6 x 12 inches in size.

Not content with this, Ditzler's sales promotion department went on to develop miniature car doors to show the effect of the colors on the real thing.

The next logical step was a complete miniature car, made to scale. This type of scale model was introduced about 12 years ago and has proved to be an automatic salesman.

Since the miniature car models are so effective in closing sales, why not use them exclusively?

Well, Ditzler made over 31,000 of the 3 x 6 flat panels in 1947. Needless to say, the cost of making the same number of miniature model cars would be prohibitive.

How Buyers Choose

The prospective customer is presented first with small panels for purposes of elimination. He usually isn't satisfied with just a few panels, but asks for 50 to 100 of them. The first call generally is for flat panels, but chances are that he will request the curved ones later. Ditzler also uses

a quantity of panels in experimental work. One department is kept busy making and painting sample panels and miniature models.

When color engineers and paint experts of a car manufacturer have reviewed the color panels and made tentative selections, representatives of the sales and advertising departments are consulted, and before the final decision is made, major executives and officials are called in to pass judgment on the selections.

At this stage the miniature car models are brought in. The choice has narrowed down to a few colors, and miniature models painted in these colors are submitted or, as explained above, representatives of the car manufacturer are invited to the Ditzler miniature theater where they can view them to best advantage.

"How Will It Look?"

Even this is not the final step, as the car manufacturer will not be satisfied until he sees his own cars actually painted in his chosen colors. Ditzler furnishes small quantities of paint for this purpose. Then, and not until then, does he make his final selection of colors to be used on his new line of cars. However, public taste is fickle and the car manufacturer may learn that, in spite of all the care which he exercised in choosing colors, one or more of the new finishes may not take well with his customers. In that case, he will quickly discontinue that color and call for samples from Ditzler again.

The selection of colors for new models is as secret as their mechanical details. Colors are not sold exclusively to any one manufacturer, as that would lead to obvious complications and greatly limit the paint manufacturer's field.

There are two general types of

*See for yourself
how*

**PAVELLE
COLOR PRINTS**

will improve your

SALES PRESENTATIONS

COMPREHENSIVE LAYOUTS

SHORT-RUN MAILINGS

**WINDOW AND COUNTER
DISPLAYS**

TRAINING PROGRAMS

**VISUAL MATERIAL
OF EVERY KIND**

WE'LL TELL YOU, WITHOUT OBLIGATION, exactly how other firms have used lifelike, sparkling Pavelle Color Prints to make their visual material more effective. The full, interesting story is contained in a booklet called "Case Histories of Color Print Users," which is yours for the asking.

WE'LL ALSO BE GLAD to make a free sample Pavelle Color Print for you if you'll mail us a transparency—Ansco Color, Kodachrome or Ektachrome—in any size from 35mm to 8 x 10 inches.

SEE FOR YOURSELF how Pavelle's low-cost color prints can build your results up. Write—for the booklet or your free Pavelle Color Print, or both—

Industrial Service Division
PAVELLE COLOR INCORPORATED
533-O West 57th Street
New York 19, N. Y.

WOULD YOU LIKE TO IMPROVE INDIVIDUAL SALES PERFORMANCE IN YOUR COMPANY?

Sales executives, in post-war analyses, are finding that many of their best order takers of recent years are falling behind in order getting, and are losing out to the more intense competition returned with peace-time production.

We have helped many concerns to solve this problem by salvaging salesmen already on their payroll. Through the use of individual evaluation by psychological testing, we uncover specific weaknesses of men who have forgotten how to sell competitively, or who never learned. With knowledge of their weaknesses, we build individual sales improvement programs for men in all types of sales activity.

The results of many improvement programs have been outstanding. A request will bring specific examples, and full information on the use of testing as a sales improvement as well as a sales selection aid.

SADLER, HAFFER & ASSOC.
Personnel Management Counsel

333 N. Michigan Ave.
Chicago 1, Illinois
ANDover 1607

automobile finishes: baked synthetic enamels and nitro-cellulose lacquers. Enamels are baked in an oven, while lacquers usually are allowed to dry at room temperature. Both types are sprayed on automobile bodies in ventilated booths. Drying time is about the same for both, but enamels dry with a bright luster and require no further treatment, whereas lacquers dry with a dull sheen and usually require rubbing for a high finish. Both painting and drying operations have been speeded up in recent years.

Chrysler, DeSoto, Dodge, Ford, Lincoln, Mercury, Nash, Plymouth, Studebaker, Willys, Kaiser and Fraser cars generally have been finished with baked enamels in recent years. Buick, Cadillac, Chevrolet, Oldsmobile, Pontiac, Hudson, and Packard cars have usually been finished with lacquers.

There is little difference in the outward appearance of these two finishes, and both will give equally satisfactory service if given reasonable care. Keeping cars clean, and avoiding use of harsh abrasives or dry polishing or cleaning materials, will help maintain the finish of a car in good condition.

Even after colors have been selected, their manufacture started, and deliveries made to automobile manufacturers, the selling continues. Paint is "peculiar." All manner of things can go wrong with a painting operation, hence Ditzler maintains a sales-service department to follow through and make sure that new car colors are correctly handled and applied in body plants and factories and in repair shops.

Supplying Small Shops

To the latter, Ditzler furnishes a chip-sheet catalog which includes every color sold to car manufacturers for many years, enabling them to match practically any paint job. The small paint shop isn't likely to have a large assortment of colors on hand, of course, but can usually obtain desired colors from a jobber, who buys direct from Ditzler's Distributor Sales Division, which sells only to car and automobile body manufacturers.

Ditzler Division has made automobile finishes exclusively for the past 46 years and is one of the largest facilities in this field.



Salesmen Like This Sample Kit: How can you get salesmen to carry samples of your product when they object that it is too large or bulky? Marsh Wall Products, Inc., Dover, O., has solved the problem with a sample book measuring only 6½ by 12 inches, closed. It is about one inch thick, but it contains 20 samples of Marlite wall and ceiling panels and 33 samples of Marsh mouldings.

A black and white illustration of a man and a woman standing in a doorway. The man is holding a rotary telephone and a box, looking towards the woman. The woman is looking back at him. In the background, a house and a car are visible.

Telephone users everywhere depend on the 'yellow pages' for quick, handy "where to buy it" information. And you can depend on Trade Mark Service to direct more customers to *your* dealers.

[illegible]

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IT'S THE
**TIMES
HERALD**
ASK THE
BRANHAM MAN
Why

SELECT

the Men who buy
the Men who specify

52,000

in larger plants

representing most of the purchasing power of American industry. These men depend upon I E N—oldest and most complete news and product information service—to tell them *where* they can buy to meet current needs.

Only \$95 to \$102 a month for a factual advertising campaign to an audience waiting for facts.

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INDUSTRIAL EQUIPMENT NEWS

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Shop Talk

A Little French Milliner

Let me tell you about Hilda.

Hilda is a milliner who owns a two-by-four hat shop in New York's United Nations neighborhood. Hilda has brains in her head, warmth in her heart and magic in her fingers. She can take a shapeless hat form, a yard of ribbon and a quill from the wing of a turkey and turn it into a confection for which her customers are happy to pay \$25 or more.

I've known Hilda ever since she went into business. I've seen her in action. I've talked with dozens of her customers, who, to a woman, swear by her and wouldn't think of going elsewhere for a custom-made hat. I tell you about her because she is, more by instinct than direction, one of the best salesmen—or saleswomen, if you'd have it that way—I've ever known. She demonstrates the one principle of sales technique which, more than any other, distinguishes professional salesmanship from "ham" salesmanship.

When a customer comes in to order a hat, Hilda takes customer and hat-problem into her capable hands as though that customer, and that hat, were as important as an Atomic Project. She immediately communicates that depth of interest to her client, who usually relaxes completely and lets Hilda take command.

Hilda will go to almost any length to keep a woman from buying a hat that didn't "do something for her," as the ladies put it. The customer is seated before a mirror. Hilda studies her quietly while the client explains what she wants—or thinks she wants. Is the hat for business? For bridge? For high tea or reception or wedding? Hilda thinks it over. Then she trots to the back room and comes back with an armload of headgear.

At this stage color and trimming matter not at all. Hilda is experimenting for style. She puts a hat on her subject, views the result. She may, and often does, snatch it away as though it were poison (and probably it was—for that customer). She tries another, and another. Hilda is absorbed in finding something that she, herself, can see flatters her buyer, that "does something for her." This process may take an hour. When she's satisfied, she talks material, color, detail. A flower there. A veil. A little shorter line in the back. Yes? And it's usually "yes."

What I'm getting at is this: With Hilda, a sale is only an end-product of a service. She simply hasn't a shred of interest in scrawling an order in the order book until she, herself, is completely satisfied that she has contributed substantially to her client's sense of satisfaction, has made her style-right, has evolved the best-possible of all ideas for the hat-of-the-moment.

Hilda never argues. She demonstrates. If Madam wants *char-treuse* and *chartreuse* is likely to make Madam look seasick, Hilda goes off and hauls out the teal blue or something smart in black and lets the customer unsell herself on the other. When a meeting

SALES MANAGEMENT

of minds has been achieved, Hilda effervesces with little gushes of pleasure and the sale is closed. The majority of her customers never even ask the price.

When the customer comes in to try on the finished hat, Hilda is a little breathless with anxiety. She brings out her handiwork, holding it as though it were something in square-cut emeralds from Cartier's. She puts the hat on, adjusts a ribbon there, changes a line there, frowns and murmurs to herself. Suddenly she okays the job with a quick nod and stands back to see her customer's reaction. Some time later some money changes hands, but the sale, as I have said, is somehow only the end-product of a complete, sympathetic, intelligent service.

If a customer wants a hat to match a new pair of avocado-green shoes, Hilda will take the shoes to the Millinery Wholesale market with her, and will walk bunions on her feet, if necessary, to get an exact match—not something that is almost right. If a debutante needs a rush job on a party hat, Hilda will sit up half the night to finish it. She'll even deliver it herself.

It probably goes without saying that Hilda knows her millinery. She is technically skillful in manufacture. She's French. Part of her fashion know-how was born in her, but part she has acquired. She knows the value of keeping ahead of styles, for example. She makes it part of her business to study the style news, to see the style shows, to read the high fashion magazines. Any hat she turns out has a future date-line. Her customers time and again overflow with gratitude when they discover Hilda's hats are good for a second or a third season.

Why have I gone into these details about something that concerns a woman dealing with women on fripperies like women's hats? Does it mean anything to you who sell refrigerators, roofing, insurance, office equipment and the like? I think it does.

I'm morally certain Hilda never heard of Attention, Interest, Desire, Conviction, Action. She wouldn't know about Approach and Close. She never heard of a standard sales talk. Yet she practices most of the principles—certainly the most important of all principles—that distinguish professional salesmanship.

You have marveled, as I have, at the type of salesman whose accounts seem "married" to him. Year after year he wins repeat orders that run into big figures, with no fireworks, just a little quiet conversation. His customers often *call for him*. How do salesmen get that way? Hilda has the answer: You place the customer's interest first in your dealings, you worry about his problem as though it were your own, you spend his money as though it were your own, and you *never let him down*. One word covers it all: Confidence. The buyer who believes in you, knows you have his problems at heart, knows you are more interested in long-range business friendship than a quick hit and run sale, will give you business until Doomsday. Accounts of that type are fortified against price competition, against reciprocity argument, against hell and high water.

I like best of all a very simple definition of salesmanship. "Salesmanship is the art of helping people satisfactorily meet their wants and needs through the purchase of goods and services." The key word is "help." It describes both an attitude and a technique. It is the one element, more than any other, that builds confidence. And confidence is the bedrock of professional selling.

A. R. HAHN
Managing Editor

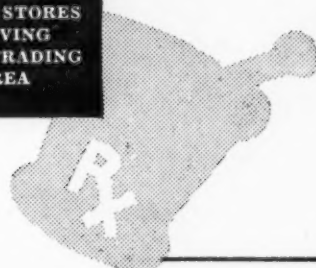
REACH
PROSPECTS
YOUR SALESMEN
CAN'T!

NATIONS
BUSINESS

Is The hot book
in the business
field!

163

DRUG STORES
SERVING
THE TRADING
AREA



Obvious Prescription:
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*Sales Management
Survey of Buying
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DAILY
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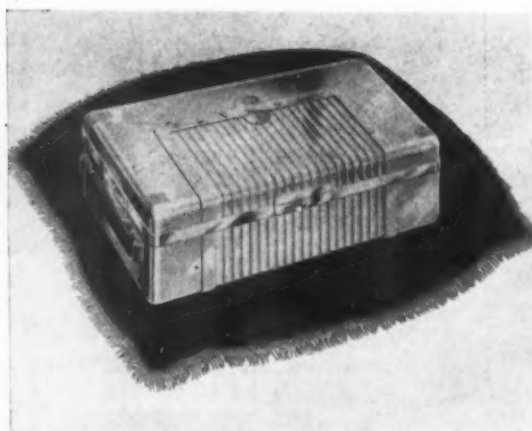
C. L. EANES
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DON McKAY
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STORY, BROOKS & FINLEY
National Representatives

HOLLYWOOD ALUMINUM COR-NICE: Adjustable to fit any window, made by the Colgate Mfg. Corp.

ALCAMATIC VOLUME-ADD: Top converts 4½ quart pressure cooker into 7½ quart cooker, with turn of wrist.



OLYMPIC "GEM" PERSONAL: Polystyrene cabinet is in three colors, with a gold dial face. An automatic shut-off is built-in.

"TATOO": It's a bubble gum with a trick wrapper that, when moistened, tattoos a design on the skin. There are 100 designs.



Designing to Sell



SHOE DRESSING: It's the new polish and creme brought out by Johnson & Murphy and issued to dealers in a counter display. It ties in with its line of shoes.





IS YOUR PACKAGE YOUR BEST SALESMAN?

The styled-right package outperforms your best salesman. It does everything he does, but works more hours per day for you. In stores, it stands face to face with prospects. It talks loudly, softly, persuasively. It can be dramatically colorful or dignifiedly subdued. It emphasizes important product features. It attracts attention, arouses interest, creates desire and impels action. It makes sales.

Barnes & Reinecke packaging experts dress your product to get it on the shelves and off the shelves. They carefully and scientifically build eye-and-buy-appeal into your package. Consumers reach for B&R designed packages because they identify, are attractive, useful, informative, adaptable and safe. We can tell you, too, how your package can economically do your best selling job.

WRITE FOR FREE COPY OF "HOW TO SOLVE YOUR PACKAGING PROBLEMS."

BARNES & REINECKE, INC. *Designers and Engineers*
236 East Ohio Street, Chicago 11, Illinois • Our 15th Great Year • Staff of Over 200



How to Get a New Product off To a Blazing Start

As told to Elsa Gidlow by **HARRY E. ENGMAN** • Manager, Fire Equipment Dept., Bean-Cutler Div., Food Machinery Corp.

Fire chiefs and municipal officials are "show me" prospects. They present a tough group selling problem. To demonstrate its Fog Fire Fighter, Food Machinery sets fires and puts them out before groups.



"Our product story is so sensational that prospects won't believe it," exclaims Harry E. Engman, manager, Fire Equipment Department, Bean-Cutler Division, Food Machinery Corp., San Jose, Calif. "This leaves us no choice—we have to show 'em." Mr. Engman is talking about the new Fog Fire Fighter, a wartime development without a civilian market history.

These skeptical prospects are fire chiefs and commissioners, and heads of municipal departments. Added to

this group of "show me" prospects are the volunteer firemen—the fire buffs in smaller communities—who consider themselves experts in fires and fire suppression. Any manufacturer soliciting these prospects—with a new kind of product—has a tough group selling job on his hands.

As Mr. Engman describes it, the Fog Fire Fighter converts plain water into a mass of tiny particles by blasting water into the air at pressures of 600 pounds per square inch, producing "high pressure fog." The

PROOF: Food Machinery plays with fire for profit. Real fires demonstrate efficiency of Fog Fire Fighter, teach control techniques.

tiny water particles absorb the heat from flames, causing the particles to burst into steam and expanding the water 1,700 times its original cubic displacement. This steam replaces some of the air feeding the fire, producing a smothering effect on the fire. In addition, the tremendous velocity of the fog blasts the fire; in many types of fire the fog sepa-

SALES MANAGEMENT



SALES TO THE HOSPITAL MARKET

The 50th annual convention of the American Hospital Association will be held in the Convention Hall, Atlantic City, N. J., for four days starting Monday, September 20.

Exhibitors have an unparalleled opportunity to present their merchandise and services to an estimated attendance of more than 10,000 administrators and department heads from America's 6200 hospitals, who spend \$1,200,000,000 annually for 3500 supply and equipment items used for the treatment of 1,550,000 patients.

Additionally, there is a demonstrated need for the construction of new facilities totalling 340,000 beds and replacement of 190,000 existing beds during the next five years. This will cost about \$9,000,000,000, of which over half is now readily available.

Theme of the convention will be: "Hospitals—Vital to Better Living." Outstanding speakers from government, business, and professional circles will develop the hospital's relationship to the community in the afternoon sessions, while the morning sessions will be devoted to a discussion of hospital operating problems with the House of Delegates acting as a panel.

Space charges are from \$2.00 to \$3.25 per square foot, depending upon the location within the exhibit area. We will secure adequate hotel housing for exhibitors' representatives.

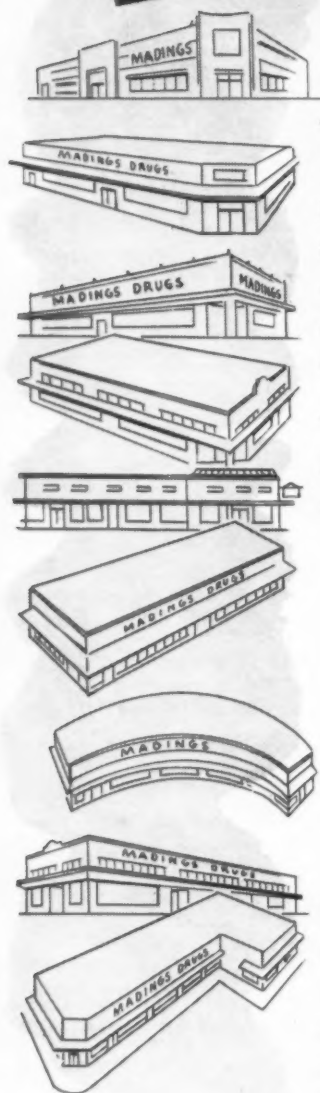
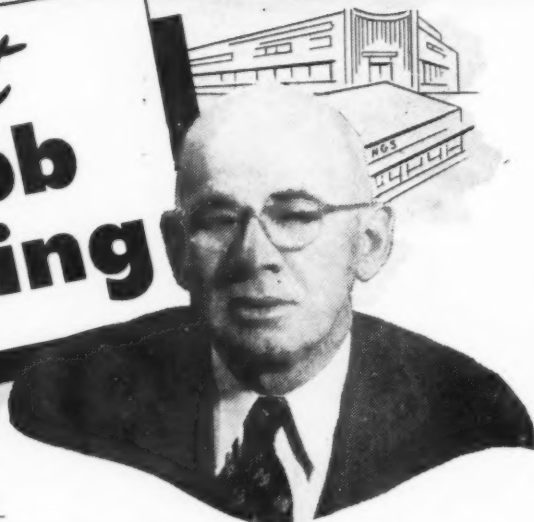
Assignment of space is now being made. For diagram showing availability and prices or further information address:

THE AMERICAN HOSPITAL ASSOCIATION

18 E. DIVISION ST., CHICAGO 10, ILL. PHONE, WHITEHALL 4350

MEN WHO ARE MAKING HOUSTON GREAT

Meet Webb Mading



Webb Mading is the sort of man to make any city proud. He built his business from scratch into Houston's largest independent retail drug concern, with 16 thriving neighborhood stores. But that's not all. The kindly character of this pioneer is imprinted on the city's civic and social life.

Yes, sir, Webb is considerably more than a big advertiser in the Chronicle. He's one of our best advertisements.

"Chronicle space brings us the best returns," he says, "so naturally we use it most. But I think reader-interest has as much as circulation to do with the paper's outstanding leadership as an advertising medium. At home I read The Chronicle myself because it's a first-rate newspaper. It suits me all-around."

The Chronicle suits most local and national advertisers, too, as indicated by its large lead in total advertising over other Houston newspapers. In 1947 The Chronicle led Houston's second newspaper by 7,203,543 lines of advertising!

The Houston Chronicle

LARGEST CIRCULATION IN TEXAS

R. W. McCARTHY
National Advertising Manager

THE BRANHAM COMPANY
National Representatives

FIRST IN HOUSTON IN CIRCULATION AND ADVERTISING FOR 35 CONSECUTIVE YEARS

rates the flame from its fuel. The principle is similar to blowing out a match.

The Fog Fire Fighter was discovered almost by accident. For half a century, Food Machinery had been making sprayers for farmers' use. Slowly, the idea developed of breaking water into small particles so it would cover the entire leaf. Thus the "fog" idea came about.

A farmer who owned one of these "fog" sprayers came home one day to find his barn burning. In desperation, he opened up on the blaze with his sprayer and a small quantity of water. To his amazement, he stifled the fire quickly. He told the Food Machinery salesman about it. Realizing its significance, the salesman passed the word on to his company, who also spotted it as a good idea. But no real development took place until World War II brought a call for a way to put out fires without chemicals and with little water. So thousands of fog fire units were built for air field crash trucks.

How to Crack Markets

The fighter's wartime success inevitably led Food Machinery into developing a civilian market. The problem: How to enter a new item in a new field for the company.

The obvious way to sell the Fog Fire Fighter, the company concluded, is to demonstrate it. Who would sell it? After surveying the market, Food Machinery decided to sell direct in its home territory of California, but to sell through dealers in fire equipment in other territories.

Limited direct selling enables Food Machinery to develop effective ways for arousing interest of prospects and demonstrating this new fire fighting equipment.

"Our big problem," explains Mr. Engman, "is to secure something big enough to demonstrate on." So Food Machinery sets fires. The torch is applied to buildings, often to forests and grasslands. The size of the fire depends upon the size of the equipment the company desires to demonstrate.

If the equipment is to be demonstrated for city use, Food Machinery has a condemned building moved to a vacant lot and set on fire. For a very hot fire, junk tires are stacked and fired. In smaller towns or rural areas an old shack or a useless barn provides the "fuel" for the show. Every fire on which the company gets a chance to demonstrate its equipment, especially if it has hazards and spectacular features, is photographed by a staff photographer, taking still and motion pictures in color for later

SALES MANAGEMENT

Only in America
can
this
happen



WE ARE ALL FAMILIAR WITH THIS SCENE. IT HAPPENS EVERY DAY IN BALL PARKS ALL OVER THE COUNTRY. IT TYPIFIES AMERICA WITH ALL ITS INHERENT RIGHTS AND PRIVILEGES. FREE SPEECH WAS BORN IN AMERICA, MISTER, AND WE ARE DOING EVERYTHING IN OUR POWER TO SEE THAT IT CONTINUES TO LEAD A



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MICHIGAN'S

GREATEST

ADVERTISING MEDIUM



G. A. RICHARDS
Pres.

HARRY WISMER
Asst. to the Pres.

JUNE 1, 1948

PREFERRED

... for reaching preferred family buying power ...

BANGOR, ME.



19 consecutive months a Preferred City-of-the-Month on Sales Management's High Spot Cities list ... with a per family income of \$5793 — \$2141 above the national average ... metropolis of Penobscot County, which has second highest gross farm income in the state.

BANGOR DAILY NEWS

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New York City 19

SEND FOR FREE PORTFOLIO



FIRE BUFFS' DAY: Many people, some without titles, influence purchase of fire control equipment. On-the-spot demonstrations reach large groups in short order.

sales use. The staff photographer at Bean-Cutler's San Jose headquarters is always ready to run after a fire with his movie camera, making shots which are incorporated in demonstration films showing the difference between orthodox and Fog Fire Fighting methods and equipment.

Before launching its intensive selling campaign for Fog Fire Fighter, Food Machinery's San Jose group conducted a six weeks' tour of three states.

A demonstration fire engine with a crew of four men, visited city, rural and forestry fire departments and put on scores of demonstrations and tests. The local fire departments included in the itinerary set up the pattern and the fires. The FMC crew and demonstrator tackled and extinguished anything the most imaginative and skeptical fire chief or fire control officer could set up. The crew consisted of Mr. Engman, a research engineer, a professional fireman, and F. M. Eicher, the company's advertising manager.

This tour, undertaken to find out what place this new equipment might have in the general fire fighting service, produced a vast store of practical experience in fighting all types of fires under any and all conditions. This tour resulted in hundreds of feet of Kodachrome movie film, hundreds of black and white still pictures, and a goodly number of first sales of high pressure fog engines in the bargain.

Spectacular fire suppression shows usually take place in the wide open spaces and in rural areas; in towns and cities more use is made of color

movies of these demonstrations and shows, and of other pictorial aids such as photographs and illustrated literature.

First contacts with key persons are always personal calls. In California, Mr. Engman and the company's northern and southern California field men make the initial calls on fire commissioners, fire chiefs, city councilmen, and state fire control officers. The object of first calls is to get to know the key men, to acquaint them with the broad lines of the Fog Fire Fighting methods, and to discover what, in each case, are the fire suppression needs and problems. If a town, a city or a state is, or is likely to be soon, in the market for fire fighting equipment, the usual procedure is for one or more persons to be named to investigate available equipment. Through these persons, arrangements are made for a demonstration when the time seems ripe.

Because potential customers include anyone who has anything to do with suppressing any type of fire, the company (and its distributors following the same technique) try to make every demonstration pay off as fully as possible. If a fire suppression show is being staged for a rural fire department or for Forestry Service men, in particular, it is arranged so that the demonstration in one area will be effective in surrounding areas. A large number of interested people are invited to attend. The number may be as few as 15; it has run up as high as 200; once the company had 400 persons at one of its demonstration meetings.

SALES MANAGEMENT

Having previously studied the needs and problems of the area, Food Machinery's sales department or its dealer has determined what kind and size of equipment would serve the prospect's need. If such a unit is available, it is taken to the area for the demonstration. If it is not, and the key group is small, the interested officials may be transported to a spot where suitable equipment is in operation.

Demonstration Points

As the demonstration takes place, here are the advantages that the salesman or fire control expert points up:

1. The "amazing speed with which high pressure fog extinguishes all types of fire."

2. Small amount of water needed to do "its miraculous job." Watchers are told that "one gallon of water converted into high pressure fog will do the fire fighting work of many times that quantity at ordinary pump pressures. This makes it possible for the fire truck carrying its own water supply to do many times the work it could by using an ordinary low pressure pump." This second advantage is stressed for fighting a grass or brush fire or a rural structural fire out of reach of a hydrant.

3. The small amount of water used means that "water damage to the structure, furnishings or merchandise is minimized." A point made here is that "high pressure fog properly applied comes pretty close to the long sought ideal of making the fire and the water come out even!"

4. "Universal effectiveness" is pointed out as the fourth big advantage . . . "expensive auxiliary chemical extinguishers" are made unnecessary.

Large city fire departments are sold on the benefits of employing the Fog Fire Fighter in the initial attack or as special hazard extinguisher.

In small towns, fire commissioners and fire chiefs are shown that it is "perfect for residential areas as well as for initial attack in commercial sections," because it is fast in action and takes fewer men. Each man is more effective because he handles both nozzle and hose—which usually requires two men where heavy streams of water are employed.

Rural fire fighting districts and forestry departments where water is scarce are sold, above all, on the fact that the high pressure fog equipment "puts out so much fire with so little water."

After initial contacts and demonstration, Food Machinery's next step to keep key officials interested, is usually a direct mail follow up. The

"Timber is a Crop"

Weyerhaeuser's Forestry Practices Assure Payrolls - Today and Tomorrow

IN the Tacoma general offices of the Weyerhaeuser Timber Company — and in all operating units throughout Washington and Oregon — the future is always of immediate concern. Growing trees for tomorrow . . . increasing the utilization of the timber crop . . . developing new forest products — all these play a part in the company's permanent production program. It is one more important reason why the Pacific Northwest — and Tacoma — will continue to be a vital, dynamic, "must buy" market.

The Tacoma-Seattle area does 55% of Washington State's business. You do a thorough job here only when you get full coverage — and that makes Tacoma a "must." These Tacoma-Pierce County percent-of-coverage figures tell why:

TACOMA NEWS TRIBUNE	79%
Second Tacoma Paper.....	51%
Seattle Morning Paper.....	10%
Seattle Evening Paper	4%

The
TACOMA
News Tribune

Now Delivering More Than 60,000 Daily

WE KNEW THEM THEN

Back in 1866 in the days of hoop skirts Macy's was reading publications that ultimately became members of the Haire merchandising group.



WE KNOW THEM NOW



Today Macy's subscribes to every one of the 9 Haire specialized merchandising publications with many departments taking group subscriptions.



MORE EFFECTIVE BECAUSE THEY'RE MORE SELF-EFFECTIVE

HAIRE

**SPECIALIZED
MERCHANDISING
PUBLICATIONS**

1170 BROADWAY, NEW YORK 1, N. Y.

company has a series of mailing pieces, simply worded and illustrated with action photographs, which are mailed to each municipal, county or state official who may have a voice in authorizing the equipment. In the case of a city council of six members, all of them might receive literature in the initial educational work. Then, after a committee of two or three council members has been named to investigate fire equipment, its members would be the targets of further mailings as well as personal solicitation. Such a committee usually includes the fire chief and as he is, in most cases, the key man, company field men or their dealers spend most of their time and efforts with him. Booklets, photographs, and reprints of advertisements are used in the mail follow-up. The extent to which the follow-up is used depends, of course, on the length of time required to close a deal. It may be only a few days from the time of the demonstration; it may be half a year or more, since governing groups and state and county departments often move slowly.

Keeps Deal Alive

If a deal hangs fire for a long time it may be kept warm by arranging for the showing of one of the company's Kodachrome films before the city councilmen or other governing board. In addition to providing good entertainment over the company's name, these films tell quicker and better than any sales talk and with plenty of thrills and glamour what the Fog Fire Fighters does and how it does it.

Practically every deal which comes up for intensive working has a fairly long background of preliminary contacting and educational work, for it is the company's policy to keep in close continuous touch with key officials in areas where sales may develop or replacements or additional equipment be required. Personal contacting, direct-by-mail follow-up, movie showings, are the in-between reminders. Once in a while a fire commissioner will prove to be well versed in the matter of fire suppression; more often he is a rank layman and requires a good deal of education. Bean-FMC Fog Fire Fighter literature is designed, written and illustrated to make it easy for the latter to understand the advantages of the system and the differences between it and similar systems that have come on the market.

A much-used mailing piece pictures a fire truck fitted with fog fire fighting equipment, in use by a town, city or rural area. Below the picture, re-

produced from a color photograph, is the catalog description of the model. On the back, in non-technical language, are "Facts About High Pressure Fog" telling what it is, how it works, how it differs from "other types of fog" and what are its advantages.

A mailing piece designed for "Forestry and Rural Fire Suppression Units" pictures on the first of the four pages a dramatic photograph of a raging forest fire being fought with the high pressure fog gun; on the second and fourth pages appear catalog illustrations and descriptions of equipment for use by Forestry and Rural fire fighters; and on the third pages, "Facts About High Pressure Fog" as applied to forest, brush, grain and grass fires.

How to Use It

This piece, when it came out, had an initial mailing of 5,000, with lists built from *Forestry Journal* and lumber trade sources.

Company and dealer contacts do not cease with the sale—in a sense they become more intensive for a time. When the equipment has been built and delivered, education of the firehouse force begins.

"Because our system differs from orthodox fire fighting," Mr. Engman says, "we have a job to do to teach the firemen who will use our equipment the most advantageous way to handle it. A company (or a dealer) field man goes out and gives initial instructions. A small instruction manual is used as text. When the fire department members have had a chance to get accustomed to the new equipment it usually happens that they have "a million questions." So, a salesman or fire fighting instructor gives a series of classes. The usual procedure is to hold the classes on the men's own drill nights, one meeting a month for the first two or three months, instructing both volunteer and regular staff men. Thereafter, a salesman or a service man makes regular contact calls.

Dealer aids supplied by Bean-Cutler, in addition to the training of personnel, include supplying them with Kodachrome movies.

One of the most important dealer aids and one of the company's major activities is its work with Forestry officials and fire control officers; and its demonstrations, shows and exhibits before Fire Chiefs' conventions and "Fire Colleges." In this way, mass contacts are made and maintained that lead to later sales. The company does not overlook insurance adjusters in its public relations work.

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NFSE News



Ann Russell

(page 4)

Published Monthly by the National Federation of Sales Executives

Vol. II No. 9

June, 1948

NFSE News

Published by

The National Federation of Sales Executives

Gothic Suite - Hotel Shelton
Lexington Ave. & 48th St., N. Y. 17, N. Y.
ROBERT E. HUGHES, Editor

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James H. Carothers - Sales Manager, Hages, Limited, San Diego, California.

Mitchell Heinemann - Vice-President, Jantzen Knitting Mills, Portland, Oregon.



ALFRED SLOAN, GM Board Chairman, to preside at June 18 Luncheon.



LOUIS DOLIVET is the editor of "United Nations World" magazine.



LEO CHERNE to speak on "Looking Ahead for the Next Two Years."



CHARLES F. KETTERING is featured speaker for the June 18 Luncheon.



JAMES A. FARLEY, now President of the Coca-Cola International Corp., to talk at June 17 Luncheon.



SENATOR ROBERT A. TAFT, leading candidate for the Republican nomination, speaks at first luncheon.



THOMAS J. WATSON, IBM President, will speak at June 18 Banquet.



JAMES OLSON wrote "Is Your Company Prepared for Rough Weather?"

HEADLINERS

"Where Are Our Salesmen Coming From?"

"Looking Ahead the Next Two Years."

"Preparing the Sales Staff for All-Out Selling."

"Coordinating the Functions of Distribution."

"New Objectives for Sales Management."

"Selling America — At Home and Abroad."

These are but some of the subjects which will be covered at the annual NFSE Convention to be held June 16, 17, 18 at New York's famous Waldorf-Astoria Hotel.

The headliners shown on these two pages will be joined by many others of equal fame and ability. Every sales executive who attends this Convention will return to his work equipped for success in a buyer's market.

He will hear specific plans for getting better salesmen and holding them. The executives who attend this Convention will see actual programs which brought increased sales to some of America's most successful companies.



ERIC JOHNSTON is head of Motion Picture Association of America.



ELMO ROPER is a leading authority on public opinion research.



NEW YORK from atop Radio City, location of the famed Rainbow Room, where NFSE members and their wives

will enjoy a private cocktail party, and show starring Ann Russell, shown on our cover.

Ladies



BILL MCGRAW, star of "Angel In the Wings", is featured singer.



JOHNNY AND PRINCE MENDES will be starred at the Rainbow Room.



ROSITA RIOS and her entire "El Chico" cast are on the program.



NFSE OFFICERS gather at the Oklahoma Conference. Shown above are Dwight Thomas, Director; President Gene Flack; Robert R. Sesline, President of the Oklahoma City Club; and District Director Jones.

PREVIEW

Oklahoma City recently had a preview of the 1948 NFSE Convention.

The 18th Annual Southwestern Sales Executives Conference featured nine headliners, many of whom are scheduled to talk at the June 16-18 meeting at the Waldorf-Astoria.

As a preview, the Oklahoma City conference guaranteed that the NFSE Convention would be a tre-

mendous success. For under the leadership of R. J. Jones, Director of NFSE District #10 and Robert R. Sesline, President of the Oklahoma City Club, the conference was widely hailed as the finest in the history of the Southwest.

The outstanding speakers who will also be at the NFSE Convention included George S. Jones, Jr., former NFSE president, and Jack Lacy, President Lacy Institute.



AL SCHINDLER'S talk was based on his knowledge of the Government.



RED MOTLEY spoke on the need for building good customer relations.



MORRIS PICKUS, Convention speaker, tells how to overcome objections.



CHARLES LUCKMAN, *President of Lever Bros., is sponsoring contest.*

CONTEST

Almost one hundred students throughout the country are anxiously awaiting announcement of the national winner of the essay contest.

They are the local winners of the NFSE "Selling as a Career" competition, and were selected from the thousands who entered the contest. One of them will win a trip to New York City, where he will be a guest of the Federation at its annual convention, June 16-18 at the Waldorf-Astoria Hotel. This trip is in addition to the \$1,000 grand prize, his reward for writing the best essay.

On a national scale the contest is being sponsored by Charles Luckman, well-known President of Lever Brothers and one of the great salesmen of our time.

Judging of the winning essays is being done by Clarence Francis, Board Chairman of the General Foods Corporation; Don G. Mitchell, President of Sylvania Electric Products Inc.; and Paul

Nystrom, Professor of Marketing at Columbia University and President of the Limited Price Variety Stores.

It would be difficult to find three judges more interested in selling or better qualified to say what makes a great salesman. Dr. Nystrom is former President of the New York Sales Executives Club and is known throughout the country for his brilliant talks on selling and salesmanship. Clarence Francis, a NFSE member, recently said: "Too many people think of the salesman's job only in terms of orders, sales, dividends, and profits. But the salesman's job is more than that. It's his job to keep the wheels of industry revolving. Of all the jobs a man can have, the most challenging today is the salesman's."

In addition to his role as essay contest judge, Don Mitchell will also be a featured speaker at the June Convention, when he will outline "New Objectives for Sales Management."



CLARENCE FRANCIS *is the Board Chairman of General Foods Corp.*



DON G. MITCHELL *is President of Sylvania Electric Products Inc.*



DR. PAUL NYSTROM *is Professor of Marketing at Columbia University.*

WASHINGTON LETTER

SALESMEN PAYROLL LEVIES The House has already and the Senate probably will pass a bill negating last spring's Supreme Court decisions on which outside salesmen are covered by payroll taxes. The Supreme Court decided briefly that the use of dealer contracts rather than salary or commissions does not establish the salesman as an independent contractor rather than employee.

The Revenue Bureau estimates that about 600,000 outside salesmen are involved. They were originally placed under Social Security, according to testimony before the Senate Committee, but were taken off the rolls by lower court decisions. They were not restored after the Supreme Court decision. The Bureau decided to wait until Congress acts or fails to act.

Because Congress passed a similar bill covering newsboys over the President's veto, most forecasts are that the more general legislation also will pass.

According to the Treasury, enactment won't keep those involved off state unemployment fund rolls. This, of course, is a matter for later litigation.

If the bill passes, those taken or kept out of Social Security, as the case may be, will be covered this or next year by a new bill, bringing independent business men into the system. They will get the same benefits but will have to pay higher rates since employers or suppliers won't be taxed on their behalf.

DEMAND SLACKENING Standard radios are the first durable product to feel the let-up in demand, with vacuum cleaners next, followed in order by washing machines, refrigerators and autos. This is the conclusion of a survey of backlog demand contained in Commerce's April "Survey of Current Business", available at 25¢ from the Government Printing Office.

In addition to its conclusions, the study exemplifies a method for measuring current and backlog demand, though it makes hard reading. Roughly, the author adds current new demand, replacement demand and demand inherited from the war. Replacement demand is figured from the average age at which a product is scrapped and statistics on the age of products in use. After the figures are added, the authors look at the rate at which production eats into demand.

WAGE-HOUR CHANGES The Senate will probably pass a bill amending the Wage-Hour laws. The changes will affect distribution somewhat, though not as much as the production department, since outside salesmen are now not covered.

Various proposals are made to change the exemption for retailers. Since some manufacturers' promotion men are exempt under this, i.e., when most of their work happens to be in retail establishments, manufacturers' sales executives may be affected. Among proposed changes here:

1. To cover chain and department stores.
2. To exempt manufacturer-outlets as well as more concerns that both wholesale and retail.
3. To exempt establishments that fill small retail-size orders of other business concerns.
4. To change the definition of "retail establishment", to exempt workers in outside as well as inside warehouses and shipping rooms.
5. To clearly exempt sellers of farm equipment whose status, according to the testimony, is ambiguous.

In addition, the definition of "executive" may be broadened, perhaps, in part, on a basis of earnings.

The situation of various truckers' helpers, who are not covered because of a jurisdiction conflict between Social Security and ICC, should be decided one way or the other.

Meanwhile, Labor Department hesitates to redefine "executive" in its regulations until Congress acts.

COMMERCE DEPT. UNCHANGED New Commerce Secretary Sawyer told members of his staff almost as soon as he was appointed that he did not intend to reorganize anything. The Department will go on as before.

As a matter of fact, the Department, in just a few years, has operated under three different men without perceptible change to those dealing with it. Work is likely to go on just as before.



PATTI CLAYTON, as "*Chiquita Banana*", will star in the United Fruit sales promotion presentation.

NATIONAL FEDERATION OF SALES EXECUTIVES
HOTEL SHELTON
NEW YORK 17, N. Y.

CONVENTION
WALDORF-ASTORIA
JUNE 16-17-18, 1948

Please place the following reservations for me:

_____member \$45 _____non-member \$50 _____ladies \$15

Please reserve these accommodations for me at _____Hotel
(Sorry, the Waldorf-Astoria is sold out) ☐ single ☐ double ☐ suite
Will arrive _____ Depart _____

Enclosed is check for \$_____, made payable to the 1948 NFSE Convention.

Name _____

Address _____ City _____ State _____

Club _____ Company _____



"Always giving something extra!"

**Just ask your
Raymer representative*

Promotion

That Terrific Thirst

American Brewer has issued what it calls the "most complete and comprehensive statistics ever to be published concerning the brewing industry of the United States." This is the first annual Statistical Section, published in a recent issue of *American Brewer* and reprinted as a 16-page promotional piece for all advertisers and advertising agencies. There's a breakdown of beer sales by

packaged and draught beer, by states and by months during the period from 1938 through 1947. Per capita consumption of beer by states for this 10-year period and per capita consumption for the country since 1863 are also included. The publication is at 202 East 44th Street, New York, 17, N. Y.

True Auto Owners

Want to know what kinds of cars *True* readers plan to buy next? Or whether they bought their present cars new or used? Or *when* they plan to buy a new one? You can get

these facts, and others, from the magazine's new booklet, "A *True* Report on Automobiles and Accessories." The booklet was prepared from the magazine's poll of its readers (1,145 questionnaires were returned completed.) made this spring. Almost a third of the respondents reported that their cars are post-war models, and better than half say they want to buy a new car in the near future. And no matter what you might have expected, these men respondents say that *they*, and not the Little Woman, buy the family automobile.

House Beautiful leads

all magazines

in home furnishings

advertising



Better your home... Better your living

The Hardware Market

There's some interesting information in "Quick Facts About *Hardware Age* and the Hardware Market," on the size and location of the hardware market based on the latest figures available from the Department of Commerce and the files of the magazine itself. The booklet has been prepared in an effort to help manufacturers of hardware and related products plan effectively for the promotion of merchandise in the hardware field. Write H. S. Moore, sales promotion manager, *Hardware Age*, 100 East 42nd Street, New York, 17, N. Y.

Promotion Tie-In

The Ventura County (Calif.) *Star-Free Press* is proud of the promotional job it does in behalf of the products and merchandise advertised in its pages. Now they have a booklet "Sell Ventura," which describes the type of promotion the newspaper has done for its foods and beverages advertisers, together with some facts and figures on Ventura's growing importance, compared with Santa Barbara County, and per capita income for both counties. Keith Emenegger, general advertising manager of the newspaper, is the source for copies.

The New Look

See page 130 for the first example of *twin* measuring rods for checking the business progress of the Nation's leading market centers. One index for short-term growth; another for the long haul.

HE SAVED \$27,000 IN THE FIRST TWO MONTHS



An energetic young man in the building industry was not satisfied with the standing of his product in relation to the whole industry.

He talked the matter over with National Analysts. A plan was evolved which was estimated to cost the client \$3,750.

A considerable part of the country had to be canvassed to obtain the facts on which conclusions could be based. The investment was a fair-sized one, but it was immensely profitable.

In the first two months after the manufacturer had put into operation the conclusions developed by the research, he had saved \$27,000. And there is every indication that this saving will continue as long as he is in business.

We cannot guarantee that we can save *you* \$14,000 a month, but we'd be most happy to tell you what we have done in various types of research, what it has cost, and the profits our clients have made from their investments with us.

Just invite us on your letterhead and we'll arrange a convenient time and place for a meeting. An interview will cost you nothing.

NATIONAL ANALYSTS, Inc.

WASHINGTON

PHILADELPHIA

SAN FRANCISCO

EXECUTIVE OFFICE

•

1425 CHESTNUT ST.

•

PHILADELPHIA 2, PA.

A Complete Marketing and Research Organization with National Coverage

GIVE YOUR CUSTOMERS

- 1.** STARTS BUILDING GOOD WILL for you the minute it's received.
- 2.** USED DAILY—2, 3, 4 or 5 times—it focuses your customers' attention on you, your products or service.
- 3.** LOW IN COST—actually for as low as $\frac{1}{4}$ of a cent a day, you keep your name before each customer and prospect every business day.

Here is a gift that your customers and prospects will appreciate and use. Its rich appearance makes it impressive. Its practical nature insures its use! There is a page for each day of the year (Saturday and Sunday combined) — plenty of room for notes, appointments and other daily reminders. Such information as interest calculations, weights and measures, postal information, etc., is included in 15 pages packed with interesting and useful data. Man, this Daily Appointment Book is truly a practical gift!

Daily Appointment Books are the modern business man's time table. It is the means whereby he plans and regulates his working day. What better place than a Daily Appointment Book to put your message across?

MAKE 1949 A YEAR YOU

DAILY APPOINTMENT BOOKS



Now is the time to order ACA Daily Appointment Books for your customers for next year. They'll appreciate and use them. Write now for full information.

ADVERTISING CORPORATION OF AMERICA

2 PARK AVENUE NEW YORK 16, N. Y.
Murray Hill 6-8450

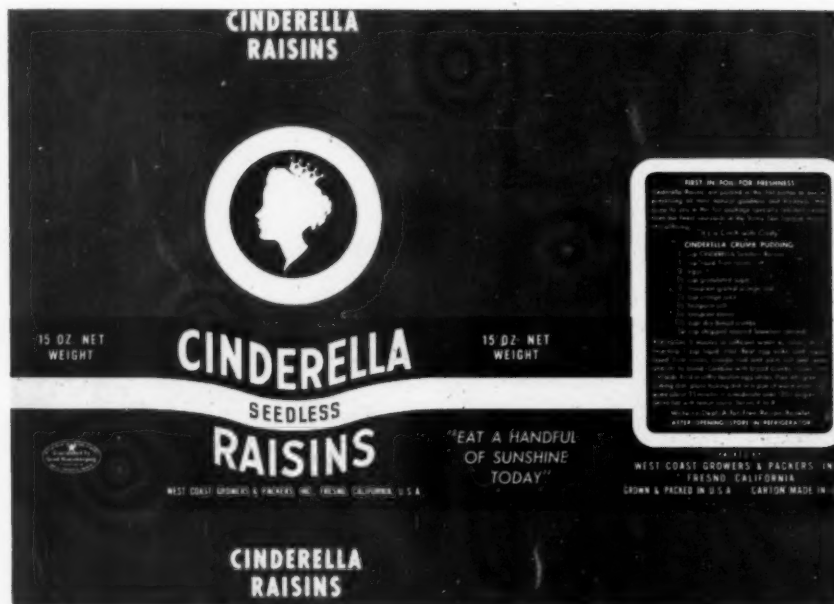


WILL BE REMEMBERED!

JUNE 1, 1948

THE NEW GOLD-FOIL CARTON

THE ONLY NEW RAISIN PACKAGE



New Dress Wins National Markets for Cinderella

By building its sales strategy around a new package with aluminum foil to preserve field freshness, West Coast Growers & Packers is moving its Cinderella raisins from just another regional into a second recognized national brand.

Chances are that, a couple of years ago, you knew just one national brand of California raisins—the giant and grandpappy of them all—Sun Maid. There are, of course, numerous private brands, but none well known across the Nation.

Today, there is a new national brand, "Cinderella," shrewdly parlayed up front by a California company long a packer of those private brands, which also had marketed its own Cinderella brand in scattered markets.

About two years ago, marketing executives of West Coast Growers & Packers, Inc., Fresno, Calif., turned their attention to creating a second recognized national brand of raisins.

Sun Maid has been built to Paul Bunyan proportions by more than a generation of continuous advertising and merchandising. It has given California raisins a national reputation, and helped to build acceptance for brands grown in California.

Realizing that they were kids alongside the leader, Cinderella's market men did some research, decided that there was a weak spot in raisin merchandising, and built their sales strategy on that spot, long overlooked, but obviously crying for reform.

The weak spot is loss of factory freshness. Raisins are a semi-perishable product. Growers had not taken full advantage of progress in pack-

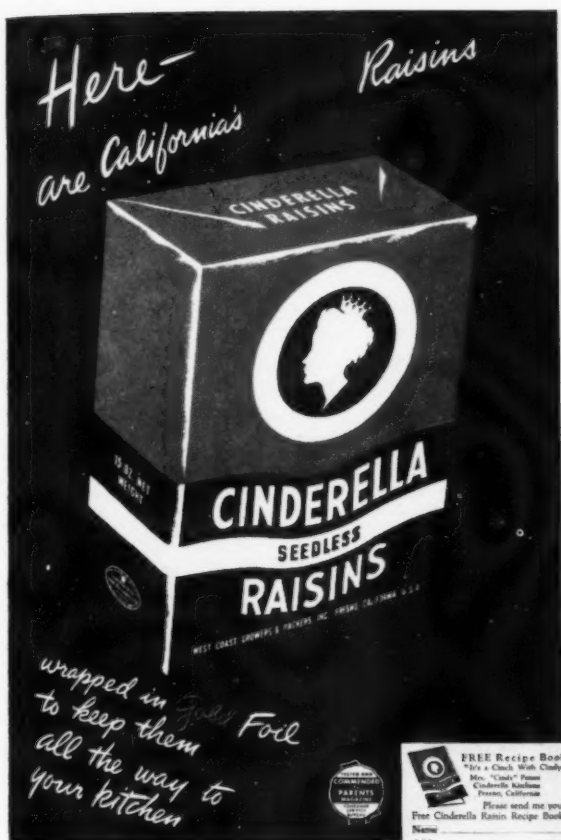
aging materials to preserve the full moisture, flavor and aroma, three major characteristics of California raisins which could be utilized in better merchandising across the Nation.

Cinderella's packers made comparisons. Parallels were natural. Chewing gum, coffee, cheese, cigarettes and other products are being packaged to exploit natural advantages of freshness and flavor.

After extensive tests to find material which would deliver field-fresh raisins to the most distant consumers, Cinderella's packers selected aluminum foil. Aluminum is a bit expensive, yes—but not if it would build the volume that was sought.

Next, to spotlight this package, Fuerst of Toledo was engaged to design an outstanding label. Modified by Rollin Pickford, art director for the Hunter Scott Advertising Agency, Fresno. This package emerged as a "golden coach for Cinderella," a red-and-gold effect that stood out on food market shelves.

SALES MANAGEMENT



FAIRYWAND TOUCH:
Taking a cue from the leader, Cinderella's packers go in heavily for advertising and promotion keyed to a new idea in raisin package.

and also told a story, "First in foil for freshness," and for good measure added a raisin recipe. The housewife was advised to store remainders in her refrigerator after opening the package. A green-and-gold carton was designed along the same lines for Cinderella Zante currants, an added line.

Recipe Offer

First marketed in October two years ago, the brand was advertised in one-column black-and-white announcements in *Ladies' Home Journal*, *McCall's*, *Good Housekeeping* and *Parents' Magazine*, showing the new package, and offering a free recipe book for the return of a coupon to Fresno.

Here's the fairywand touch. All recipes are named for Cinderella characters. There are Prince Charming raisin sandwiches, Golden Coach raisin salad, Midnight raisin pie, Once-Upon-A-Time raisin cake.

In the trade, announcements were made in *Progressive Grocer*, *National Grocers Bulletin* and *Super-Market Merchandising*. Well ahead of the arrival of the product itself, folders showing the new carton were sent to grocers.

Raisin prices were up then, as were other prices, but in spite of that, the consumer response in late

1946 led to an enlarged 1947 campaign, with trimmings. Single-column magazine copy was replaced with full pages showing the package in gold metallic ink; 25,000 doublefold color reprints were enclosed with promotion letters to chain store dried fruit buyers, wholesale and retail grocers; in each case of raisins, there was a display piece showing the package (edition of 100,000); single-column black-and-white advertisements were run in a larger list of women's magazines; a believe-it-or-not cartoon technique was adopted for business papers.

Marketing Improvements

Ray Hoak, president of West Coast Growers & Packers, Inc., and Wesley Dunklin, sales and advertising manager, believe that there is always room for improvement in the marketing of even so staple a product as raisins.

In the 40 years since this dried fruit was taken out of the bulk category, and put into packages under an advertised brand, there have been many drastic changes in food merchandising.

It stood to reason that something might have been overlooked — and upon that oversight, the two-year-old Cinderella brand has made a long start in the national market.



How's THIS For **BUY Ability?**

According to Sales Management's
1948 Survey of Buying Power

CEDAR RAPIDS, IOWA

2nd In The
Nation
In Net
Income per
Capita (\$2,274.00)

4th In The
Nation
In Net
Income per
Family (\$7,485.00)

Facts about the Prosperous
Cedar Rapids Market!

Cedar Rapids population 77,000.
16-county market population
425,200. Retail Sales \$97,018,-
000 for city; \$364,898,000 for
entire market.

All figures copyrighted Sales
Management's 1948 Survey
of Buying Power

The Cedar Rapids Gazette really
covers eastern Iowa's rich agri-
cultural and industrial market.
100% coverage Cedar Rapids,
99% coverage Linn County. To-
tal net paid circulation in excess
of 55,000 daily and Sunday.

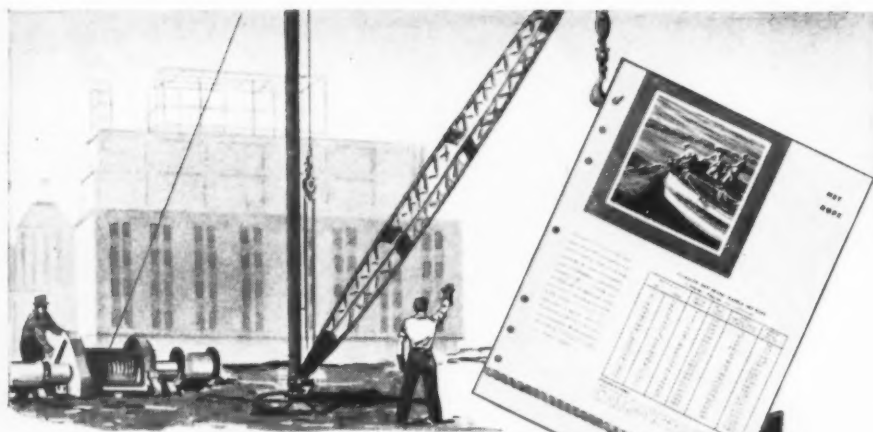
For greater sales and profits in this
able-to-buy market, place your ad-
vertising in . . .

The Cedar Rapids Gazette
"Blankets Iowa's Richest Market"

REPRESENTED NATIONALLY BY

THE ALLEN-KLAPP CO.

Detroit Chicago New York



Ever Rig Up a Promotional ENCYCLOPEDIA?

That's just about the word for "Operation Rope", important recent project of our creative crew. Compiled in collaboration with client Plymouth Cordage Company, the tome comprises perhaps the first — and certainly the last — word on rope history, construction and functions.

Loose-sheaved for dealers, and cloth-bound for selected libraries, the book serves the dual purpose of manual and Plymouth catalog. As the former, it gives historical and clinical facts about rope usage. As the latter, it describes the cordage products which have kept Plymouth at the top of the rope heap for over a century. Spliced, the two sections total up to required reading — for mariners and landlubbers alike.

• • • • •

Are you at loose ends when it comes to producing the catalogs and other sales promotional material best suited to your needs? If so, you might want to learn more about our services along this highly specialized line. And benefit from Dickie-Raymond's long experience in getting Direct Results for clients. Write on your business letterhead for a copy of "THINGS EVERY SALES EXECUTIVE SHOULD KNOW ABOUT DICKIE-RAYMOND."

There's Only One
DICKIE-RAYMOND

Merchandising & Sales Promotion Counsel,
Direct Advertising

521 FIFTH AVENUE, NEW YORK 17 • 80 BROAD STREET, BOSTON 10

Tips



"How to Win the Markets of the New West." Published by the Metropolitan Oakland Area of California, this is a pictorial and statistical story of the advantages of this territory for industrial profit opportunities. It's an area which covers 11 western states — or 16,384,989 consumers (12.4% of the U. S.). Of course, the pamphlet includes data on its manufacturers, wholesalers, retailers, and service establishments, as well as its power, transportation, buying income, and so forth. Send inquiries to Metropolitan Oakland Area, 394 Chamber of Commerce Bldg., Oakland 12, Calif.

"Open the Door to Industrial Opportunity." Missouri is one of the two states in the country that is bordered by as many as eight states. The 1940 population of the state and its eight neighbors was over 27 million, or 21% of the national population. Effective buying income in Missouri increased 95% from 1939 to 1945 (according to SM's *Survey of Buying Power*). This booklet points out that Missouri is the only state in the Nation with two Federal Reserve Banks; the state has 512 banks and trust companies and 81 national banks. Although 48.4% of Missouri's population resides in rural areas, agriculture engages only 23.6% of the state's labor force of more than a million. For more information on the area's natural resources, economic, research facilities, markets, legislation, culture, etc., write for this brochure. The address: Missouri Division of Resources and Development, Jefferson City, Mo.

More Market Information: "Americans on the Move." This is the latest in the series of industrial studies published under the over-all heading of "Facts and Futures," by Rode and Brand, Inc., New York lithographers. It x-rays some of the facts on the travel industry, and devotes a special section to the vogue for youth hosteling. The booklet analyzes the latest developments in the field of travel transportation — automobiles, aviation, railroads, buses and steamships. The address: 200 William St., New York 7, N. Y.

SALES MANAGEMENT

"Chocolate Man" Cracks Urban Market with Trucks

Door-to-door delivery of candies retailing from \$1.10 to \$1.65 a pound in New York City's suburbs is paying off in sales. There are 200 customers on each delivery route.



Selling chocolates, cookies and nuts from house-to-house in New York City suburbs and adjacent towns, "The Chocolate Man," New York City, has six delivery trucks in daily operation, each serving more than 200 customers a day. Customers are called upon only once a week, so each truck has a different route each day of the week. The six trucks combined serve more than six thousand homes a week.

In opening new areas, two salesmen are assigned to a truck. Together, they canvass more than 300 homes a day, explaining the plan and often making a sale. Canvassing continues until more than 1,000 customers are lined up for that delivery unit. From then on, one salesman usually operates the route alone, selling to 200 or more homes each day and, incidentally, picking up new customers through recommendations of his old customers and from those who notice his attractively decorated truck.

In working his route, the salesman first goes to the home to ascertain what is desired. He carries from 10 to 15 varieties of chocolates and chocolate candies, cookies and nuts. The assortment is varied. Candy sells from \$1.10 to \$1.60 per pound.

Large side-panel areas of trucks are literally outdoor signs on wheels. They stop in neighborhoods where no amount of money could buy space.

The salesman then returns to his truck and fills the order from the insulated storage cabinet with which each delivery unit is equipped.

Cabinet measures approximately nine feet long, by three feet wide, and nearly four feet high. In summer 10 to 15 pounds of dry ice are used to maintain a temperature of about 70 degrees. In winter, of course, no ice is needed but the insulated cabinets serve to protect contents from bitter cold or wet, muggy weather.

"The Chocolate Man" equips his routes with delivery units that have a low entrance step, a low floor level and high, extra wide stock bodies. Otherwise, salesmen would exhaust themselves in climbing in and out and in constant stooping in a low ceiling unit. A tired salesman is not a very good salesman.

Each morning, salesmen drive 15 to 20 miles to New York's suburbs. For this reason, the company uses trucks with short wheel base, easy to move in and out of traffic.

It is an idea that could also be used by all candy makers in developing territories in which they lack proper dealer outlets, shifting the trucks to other new areas when sufficient dealers have stocked their brands. It may be a new step in candy merchandising, but it is an old custom in selling cakes, bread, laundry service, milk, tea and coffee.

THE CHEMICAL MARKET AUTHORITY
SINCE 1871



OPD

READERSHIP ROSE FROM TIMELINESS. HERE'S WHAT KEEPS THE SCALES BALANCED—

NEWS FORMS CLOSE

4 PM FRIDAY

— PAPER DELIVERED

MONDAY AM

OVER 11,000 COPIES

To People who BUY Chemicals and related materials

For an advertiser in chemical markets to miss an issue of O.P.D. is like taking his sign down on Main Street.

Make sure OPD gets all the news you want chemical buyers to know about your products, prices, facilities and personnel.

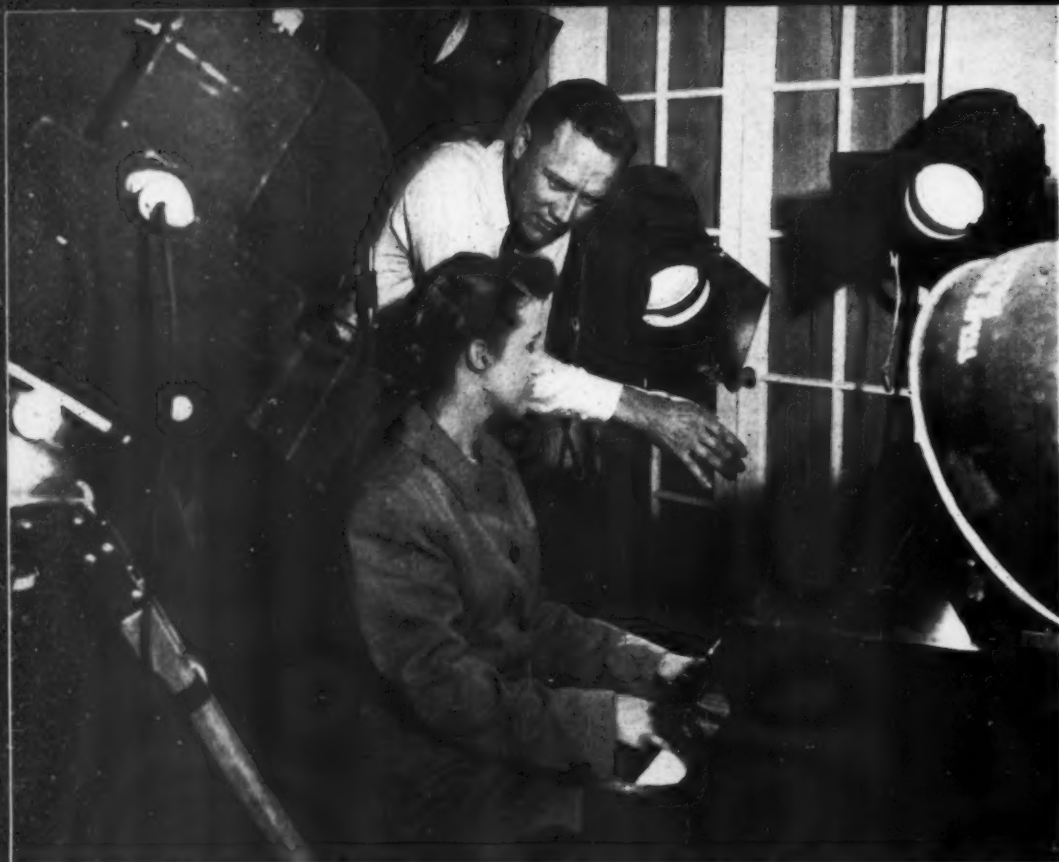


Oil, Paint and Drug Reporter

Schnell Publishing Co., Inc.
59 John Street, New York 7

Cleveland 22
H. G. Sead, 17717 Lomond Blvd., Long. 0544
Los Angeles 14
The Robt. W. Walker Co., 684 S. Lafayette
Park Pl.
Drexel 4388
San Francisco 4
The Robt. W. Walker Co., 68 Post St.,
Sutter 1-5568

The fastest market service in chemicals purchasing for 1948. Every week's roundup of chemicals news from seller to buyer in One Business Hour.



AUTHOR: Don McNamara
cues pianist for video commercial on "copy" problem.

A Four-Minute Quiz About Television Advertising

BY DON McNAMARA

Director of Television, Telefilm, Inc.

Here's a primer of questions and answers for the company that has yet to make its first experiments with the most important new advertising medium since start of radio.

Let us assume that you are a sales or advertising executive associated with an organization considering the possibility of using television as an advertising medium. Here are some points to be taken into consideration while your plans are still in the formative stage. Later, they will seem elementary to you; but if you are a *new* user of this medium (and most users are new today), they deserve your attention now.

Remember, however, that this is a transitional period for television. The information given below is for *this* week or *this* month. In many respects, the picture may be entirely different a year from now, or even six months from now. But these questions and answers should be helpful to you at this time.

1. How shall I get started?

Normally your advertising agency will spearhead your television activities, and will probably handle them much as it would handle your radio advertising. But there is one major exception. If you are going to *televise films*—and the majority of sponsors will do this—remember that your advertising agency is unlikely to have facilities for producing films. In this respect, television differs from radio. Many advertising agencies have full facilities for handling radio production. But even though your agency will not be able to produce films, its members should know how to have this done and be able to have it done for you; and it should welcome the opportunity to take full responsibility for buying time, placing the program,

handling the commercials and other details—all of which are handled much as they would be if radio were the advertising medium.

2. *Shall we use live or film subjects for our television program?* That depends. Sports events, fashion shows and other events, chiefly of a "news" nature, lend themselves well to the medium as *live* subjects. Since participants in such events are likely to want publicity, or perhaps simply to want experience in this new field, a live program may at times be relatively inexpensive. But if the advertiser wants repeat performances; or wishes to show the program in cities distant from the point of origin of the news event; or if careful editing is important to him—films are best for him. (At this writing there are 14 cities where television programs are available.

3. *Is it possible to repeat—through films—live television programs?* Not satisfactorily, as yet. But Paramount, Eastman and



In State A, where Here and There are often farther apart than breakfast and lunch, the average car-owner burns up *more than twice as much gasoline* as his brother in State B, where things are closer together. He's twice as good a customer, too, for oil and tires and batteries—and he needs a new car a lot sooner.

Markets differ like that for many products, for almost everything. Oatmeal to lipsticks, tomato sauce to chocolate bars, show local contrasts just as striking. Geography, climate—even the relative hardness of water—make worlds of difference in the way people buy and *the way markets pay off*.

But wherever you go, you'll find that newspapers conform to these local tastes and habits—are, in fact, part and parcel of them. That's why it makes so much sense to do your advertising on a market-by-market scale in this great local medium—especially today, when your primary purpose in advertising is most probably to *sell*.

How about *your* advertising—is it paying off the way it should? In *more sales*? At *lower cost*? You'll answer "yes" if your basic planning is built on the fundamental fact that . . .

All Business Is Local

In any case, the **Bureau of Advertising, ANPA**, is ready and anxious to help you locate the *customer markets* for your product. We're at: 370 Lexington Ave., N. Y. 17, Murray Hill 5-8575 • 360 N. Michigan Ave., Chicago 1, State 8681 • 240 Montgomery St., San Francisco 4, Exbrook 8530

Published by the Providence Journal-Bulletin in the interest of more effective advertising.

others are working on a system through which a live television performance may be filmed directly from a viewing tube for later use. The system has not yet been perfected, but eventually it should permit a sponsor to show a sports event or other live subject; then repeat the program at will on other stations, through film.

4. Shall I wait for color to get into television? If you are planning to televise your films, don't wait for color. If your film can be shown for other purposes and if the subject lends itself to picturization in color, make it now in color. You can take off black and white prints for imme-

diately use in television, or televise the color film itself. If you televise the color film, it comes through in black and white, of course.

5. Shall I shoot 35mm or 16mm films for television? Generally speaking, 16 mm is best for the film which is to be televised. All television stations in the U. S. are equipped with 16 mm facilities, but not all can handle 35 mm films. The Hollywood producer who makes minute movies in color for several soft drink accounts has been shooting in 16 mm and blowing up to 35 mm for theatrical use, thus keeping down production costs.

6. How much time in the program may I allot to advertising? At this writing, there are no commercial limitations, similar to the radio regulation that only 3½ minutes in a 15-minute program can be used for the sponsor's advertising. But it is apparent that there will be some such rule very soon. So it's better to play safe. If you are making a film solely for television; or for a dual purpose—to be shown to clubs, schools or other audiences, and to be televised, then keep your "commercial" down to 3½ minutes or less, if you include a direct commercial. With an integrated commercial, there is no established rule.

7. Can I produce films suitable for television, to be used by my dealers? If so, what about commercials? Use the "open-end"

system for your commercials or credit lines, putting the advertising message at the beginning or end, so that it may be replaced with a commercial naming your dealers. This will greatly increase the potential circulation of your films.

8. How long should a film intended for television run? In the past, television transmitting stations have accepted films of practically any length. But this will not go on indefinitely. Just now, it looks as though the accepted length will be in 10 or 20-minute periods. This differs from radio practice, in which the quarter-hour unit is standard. Other things being equal, plan your films-for-television to run for 10 or 20 minutes.

9. Shall I have music with my film? Union regulations have prevented use of orchestral music with films to be televised. So have your film made in such a way that you can re-edit the sound tracks and put in music.

10. Will treatment of a film made for television differ from that of other industrial and commercial films? Yes, in some respects—though the film made to be televised may be well suited for other showings. In general, there is much more emphasis on close-ups for the televised film (because the screen in the receiving set is smaller than the motion picture screen). And, in choosing your subjects, think first of entertainment value. The "trip through the plant" film you used to show to clubs and school audiences will scarcely hold an audience consisting of owners of television receiving sets. They will tune in other stations if you don't hold their interest.

11. Can I use television without skyrocketing my budget for advertising? There are several ways to keep television advertising

SALES MANAGERS Do you know the SALES APTITUDE Of The Men You Employ?

The men who developed and directed the Army Classification System, have constructed and now offer a **SALES APTITUDE TEST**, utilizing the "forced choice" technique of high validity.

The time, money, and worry saved through advance elimination of only one applicant who "looks good", but whose lack of sales drive and aptitude fore-dooms him to failure as a salesman will pay for this service many times over. Another advantage—this test will spotlight those individuals whose high sales aptitude warrant your special attention and development.

Instructions for the administration of this test are furnished; answer sheets are returned to us for scoring, interpretation, and evaluation; you are furnished an unbiased, confidential report on each individual tested. A nominal charge of \$12.50 is made for each evaluation and report. If you anticipate testing up to 50 applicants and employees within a year, an annual schedule of \$500.00 is suggested, which may be paid quarterly if desired. Compare this cost with losses of time, money and Company prestige caused by in-apt salesmen—send for this test today!

Personnel Research Associates
Box 292—Kensington, Maryland

How do your dealers file your CATALOGS · INSTRUCTION & PARTS BOOKS?

Instantly Racks
PUNCHED OR UNPUNCHED
CATALOGS
MANUALS
PRICE LISTS
LOOSE SHEETS
TELEPHONE BOOKS
INDEX PAGES
INSTRUCTION BOOKS

Any printed material up to
11½" high.

★
Reduces racking and
reference time.

★
Makes it easier to keep
material up to date.

★
Three or four-hole sections
available for loose sheets.

★
Sections and bound material
securely held in rack with
flexible steel rods.



PAT.
PEND.

NO PUNCHING OF BOUND BOOKS Required with File-Rite Racks

Your distributors, jobbers, and dealers will welcome a File-Rite catalog rack for holding your printed material. Offer it to them with your trade name on the customer's side of rack. Changes, insertions and removals made in an instant. Leaves both hands free for phoning, writing. 12", 24" and 32" capacities. Metal tab index systems also available. For complete information write to

NEWMAC COMPANY

421 Tenth Street • San Francisco 3, Calif.



They're to be found in the building supply industry right now. But, you've got to know "pay dirt" when you see it.

costs down. You can buy films already produced specifically for television under an arrangement resembling the newspaper syndicated feature plan. Or you can go in cooperatively with a number of other advertisers jointly sponsoring a program, following the custom widely prevalent in radio. This is especially well adapted to dealer tie-ins with a manufacturer's program. Even if you start from scratch and produce your own film for television, you can take satisfaction from the fact that you will want a relatively small cast and simple sets—suitable for close-ups. Super-duper productions are not necessary or desirable for television. The excellence of the program will depend upon

good choice of subject, writing and editing, and camera work—not on fancy sets.

12. Specifically, what about costs? They vary and are dependent upon a good many factors, such as the elaborateness of the production and the size of the potential local audience. For example, a special event film program running 10 minutes ranges in price from \$40 to \$150 per episode, depending upon the number of sets in use in the area. For a city with about 2,500 sets, the price would be \$40. For the city with 25,000 or more sets, the figure is \$150.



World's Smallest Mill in Tallest Building

Latest sales aid in the textile industry is a typewriter-size hand loom which Mooresville Mills of Mooresville, N. C., has developed to weave in a few hours samples of fabric pattern ideas submitted by manufacturers of rayon sports shirts, slacks and women's blouses. Operated from the company's New York sales offices in the Empire State Building, the miniature loom saves from four to six weeks' time over normal industry procedures of having samples woven at company pilot mills. Mooresville has sold more than 10 million yards of rayon goods by this short-cut method of weaving. B. L. (Bud) Little is shown here operating the loom.

Only
IN THE
PANTAGRAPH
Can You Reach 117,000
People In Central Illinois

McLEAN COUNTY—
\$116,294,000 total
annual spendable
income.* Greatest
diversified farming
income in the U. S.

*Copr. 1948. Sales Management
Survey of Buying Power; further
reproduction not licensed.

THE PANTAGRAPH
BLOOMINGTON, ILLINOIS

Over a Century of Community Service

REPRESENTED NATIONALLY BY GILMAN, NICOLL & RUTHMAN

NEW — ALL NEW!!

Jessie's Notebook has a new up-to-the-minute presentation called "The Media Man's Delight".

It is based on Sales Management's Survey of Buying Power released May 10, 1948. If we don't get to you promptly enough with this story on the greatest and lowest cost coverage of the America's greatly expanded Food and Household Product markets . . . just phone, write or wire.

"JESSIE'S Notebook"

420 Lexington Ave.
New York 17, N. Y.
Lexington 2-1434

5 No. Wabash Ave.
Chicago 2, Ill.
Financial 1051

How LeTourneau Sweetens Sales Trainee Investment

BY ROBERT C. JUDD

*Instructor, Business Administration
and Economics Department, Bradley University*

Noting spotty distribution of its earth-moving machinery in use, R. G. LeTourneau tabs its embryo salesmen "market engineers" and turns them loose to dig for potential. It's training in customer contact that helps foot the training bill.

To sweeten its investment in sales trainees, R. G. LeTourneau, Inc., Peoria, Ill., manufacturers of earth-moving, hauling and lifting equipment, last year initiated a program of "customer analysis."

Historically, training of junior men to take future sales posts has been largely "outgo" with little "income." To be sure, such men learned and, in some small measure, earned

their way through training, performing clerical tasks in office and field assignments.

Faced with an urgent need to discover the why's and wherefore's of spotty coverage in the return of a competitive market, the LeTourneau organization discovered a new and productive use for its sales trainees.

On the wall of many a sales executive's office hangs a map of sales

territories. Studded with map-tacks, it pin-points distribution. At LeTourneau, such a map was changed one day to pin-point product-in-use data. A glance told the story of spotty distribution in terms of owners. Closer scrutiny provided real shocks. Prepared from owner lists, the map revealed that geographic areas in which no LeTourneau sales had been made outweighed the areas where sales had been made.

Was this a true reflection of LeTourneau sales potential? It was believed that it was not. Was it reasonable that users could exist in one county while presumably no potential customers could be found in the adjacent county? It was possible, of course, though improbable. Answers to these and other questions were not to be found at LeTourneau.

At this juncture, influenced by numerous recent articles on the desirability of "customer analysis" in post-war marketing, LeTourneau set up a market research program. The company then faced the question: Who would conduct the research?

A review of personnel revealed these men were available: a junior executive with previous market research experience and sales and office trainees in various stages of training.

The first step called for creation of a work plan to guide the trainee-turned-interviewer. This took the form of a multi-lithographed file folder, which proved to be practical.

Inside pages provided space for entry of names, addresses and telephone numbers of prospects. Six spaces were provided for each kind of call. Where more interviews than six were available in a given county, as they were in many urban counties, additional folders were used.

The left-hand vertical column titled, "Call Data Classification," served two purposes: to organize the entry of names and addresses in logical order; to stimulate the interviewer to track down every interview

ATLANTIC CITY

One of the country's

MAJOR MARKETS

Leads every large city in NEW JERSEY
in Per Capita Purchases at Retail, of

FOODS and DRUGS

For complete, low-cost coverage of this outstanding market, you must use the—

Press-Union Newspapers

Published by PRESS-UNION PUBLISHING CO.

Represented Nationally by KELLY-SMITH CO.

[Send for a copy of the booklet "what makes a 100,000 city?"]



Because BSN brings news that its readers convert into sales, it's the best messenger for your sales-message.

possibility, though strange to the territory himself.

This classification column embraced a broad range of industries. It was constructed from owner-list classifications, to which were added industries of presumed potential importance. Calls on industries that might conceivably be buyers—though no one knew in advance—were important, if the survey was not to retrace well worn paths. Some major classifications listed on the survey sheets are: Government, contractors, mining, logging, industrial power, agriculture, equipment distributors, oil wells, and banks.

To complete the survey kit, a series of questions were added to help sales trainees cope with expressions found in each of the different industries. These questions were based on five basic ideas:

1. "Is your basic business activity what I, the interviewer, am led to think it is from the listing I found of you, Mr. Industry, in the phone book, city director, etc.? And if so,
2. "How big are you, in terms of the sort of activity that

If so, how and where and when? A salesman's call, how long ago? An advertisement, in what magazine? Direct mail literature, trade publicity, etc.? Had you heard of our product improvements, our new products, etc.?

"Thank you. From your answers and the conversation they generated I think I can now classify you as a prospect or not; and if a prospect, to what what degree."

There, in story form, is the framework of the interviews conducted and the questions which guided the interviewer.

So much then for paper plans. How was trainee manpower harnessed? Capitalizing on knowledge of product and trade terminology, it only remained to put the selected men through an intensive, short course in interview technique. Basis of this course was the psychology of fact-finding as contrasted with sales prospecting and merchandising. Tools in this training were the questionnaires themselves. Practice interviews were conducted between class

Where Does It Pay to Advertise?

If your potentials follow the course of general retail business, you can speed up sales by applying localized advertising pressure in cities with a high growth factor. More than 200 of the leading market centers are tabbed for June potentials in the improved "High Spot Cities." page 130 this issue.

means a market for one or more units of one or more of my company's products? Having qualified you as being of interest to my company, I should now like to know,

3. "How much equipment, and of what make, do you have in use and what are its distinguishing characteristics, model number, size, etc.? This tells me how much of a customer you already have been to us or to a competitive firm. Next, I am interested in,
4. "What you read in magazines of a trade or business type and, if you can tell me, what type of advertisement sets the stage for a sale, 'tell-all' copy, institutional copy, etc.? Finally, I want to learn whether,
5. "You had heard of my firm before I walked in here today?

members whose imagination in answering proved a desirable test for the student interviewer. This drill took the better part of two weeks. Then the interviewers went forth into nearby areas to tackle, under supervision, an actual series of field calls.

Upon completion of this training, the men found new business cards awaiting them. Now they were to be known as "Market Engineers," at least for the duration of the survey. They were then assigned to the field. Working alone, traveling by car, equipped with work plans and their questionnaires, the Market Engineer went to his assigned city. There, he found a hotel reservation. That was all. His task was to list his own prospective interviews, using telephone books, directories, Chamber of Commerce data, etc., as sources. Then he was to make his interviews.

WMBD

dominates
PEORIA AREA



IN EVERY CASE, WMBD gives CBS advertisers a bonus

Hooper over the national ratings. Superior local programming plus affiliation with Peoria's favorite network show results such as these (from Hooper Peoria Ill. Fall-Winter Report—Oct., 1947 thru Feb., 1948):

Program	Peoria Hooper
Lux Radio Theatre.....	34.1
Arthur Godfrey*.....	31.2
My Friend Irma.....	30.7
Mr. and Mrs. North.....	29.1
Big Town.....	26.1
Fannie Brice.....	26.0
Inner Sanctum.....	25.6
Screen Guild.....	25.3
FBI in Peace and War.....	24.0
Blondie.....	22.5
Crime Photographer.....	20.1
*Monday Evening Show	

Remember — WMBD has a larger share of the Peoria audience than all other Peoria stations combined! See Hooper Peoria Ill. Fall-Winter Report. Oct., 1947 thru Feb., 1948.



This seeming lack of preparation was intentional. No preconceived ideas could tell him which calls to make, which to skip. Unannounced visits by a field supervisor insured that the men were at work and also served to provide help on problems and a source of additional supplies.

What dividends did these sales trainees pay? First, of course, they filled a need that otherwise would have required recourse to a consultant. Second, they obtained invaluable experience in field contacts. For many firms this field contact would

bulk large as a primary advantage in using sales trainees for market research. All too many firms find it difficult to schedule field contact for sales trainees, apparently because there is not any concrete task to which they can be set.

Finally, the trainees brought in the answers — not always welcome answers at that. Calls on 936 firms resulted in qualified interviews with 636 respondents. Of these 636 enterprises, 254 had never before been contacted by this manufacturer. So far as could be learned they were



The Effective Buying Income of LAWRENCE, MASS. INCREASED 30%

1946 — \$99,067,000.*

1947 — \$129,144,000.*

*Sales Management
Buying Power
Survey

FLASH . . .
1948 will show a further
increase, one substantial fac-
tor being an increase in wages
for approximately 30,000 woolen
and worsted workers totaling
\$8,500,000.00.

The **EAGLE-TRIBUNE**
LAWRENCE, MASSACHUSETTS
(CAPITAL OF WORSTED TEXTILE INDUSTRY IN AMERICA)
WARD - GRIFFITH CO., INC. - NATIONAL REPRESENTATIVES

unknown to any salesman's call or prospect list. Another 318 respondents claimed not to have seen a representative of the company since the war. Only 56 admitted a salesman's call.

Not all interviews unearthed prospects. Only 159 could be classified as prospects in any degree. But even among the prospect group, only 35 had been treated to a sales call since the war. Firms never called on before numbered 86 in this group of "prospects."

Those are not inconsiderable dividends to any firm. What then were costs? Expenses incident to the survey, except salaries, averaged \$12.76 per-man-day. This figure included traveling expenses as well as supplies. Sales resulting from prospects discovered solely by the sales trainee group paid better than half the costs of the survey in gross profits within the following 30 days.

It should not be assumed that any phase of this experience foreshadows results which can be achieved by others. It does, however, highlight an important and possibly new use of sales trainees, meeting a need about which so much has been written. If you have debated a "customer analysis" program, your sales trainees, already a portion of your overhead, can become the field survey force to their benefit and yours.



—that you're in business to do business;
that you're on the lookout for immediate
sales.

*They're Selling Fast
in Michigan!*



*Advertising Agency.
Lynn-Fieldhouse*

and ALL 8



BOOTH PAPERS are doing
this "*Crackin' Good*"
selling job in Michigan!

Pert little Cookie Carr calls on 377,598 homes
through Booth Michigan Newspapers!

That's getting around, but good! Cookie is the
winsome maid who represents the wholesome,
tasty products of Carr-Consolidated Biscuit Com-
pany. She's well known in the big, steady Booth
Michigan market. Cookie is not simply a coming
attraction . . . in Michigan . . . she's arrived!
That's because her managers have seen to it that
she's advertised . . . along with the products she
represents . . . in all eight Booth Michigan
Newspapers.

For sheer market-impact, for genuine selling-
into-the-home, you'll want to advertise your
products and services through Booth Michigan
Newspapers.

*For specific data on Booth Michigan Markets,
call or write:*

Dan A. Carroll, 110 East 42nd Street,
New York City 17

The John E. Lutz Co., 435 N. Michigan Ave.,
Chicago 11

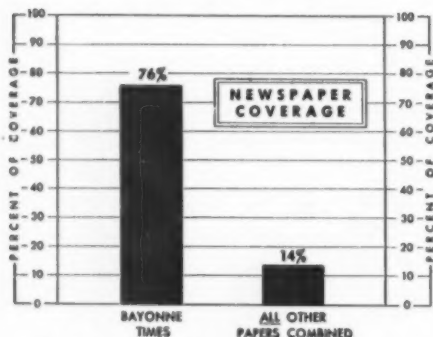
BOOTH *Michigan* NEWSPAPERS

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS

DON'T FORGET
America's
MOST AMAZING COMMUNITY
Davenport, Iowa

Write:
Davenport Newspapers for Complete Information.

NEW JERSEY'S FOURTH LARGEST MARKET
BAYONNE cannot BE SOLD FROM THE OUTSIDE



No other newspaper or combination of papers can sell Bayonne—yet THE BAYONNE TIMES with its 93% home delivery can alone sell Bayonne. Get your share of this wealthy market, a high income city with \$67,205,000.00 in Retail Sales for 1946... Send for a copy of THE BAYONNE TIMES Market Data Book.

THE BAYONNE TIMES

NATIONALLY REPRESENTED BY
BOGNER & MARTIN

295 Madison Ave., N. Y. • 228 N. LaSalle St., Chicago



Not tomorrow, but now. Let BSN help you do it!

Advertise to a Handful Of Industrial Prospects?

BY BERNARD G. PRIESTLEY

If you're an E. B. Badger & Sons, potential customers for multi-million dollar plants are few and far between. Why advertise? Because it's a small investment producing company recognition at every level of purchasing influence.

What has a company to gain through consistent national advertising when it deals largely in multi-million-dollar products which obviously can be purchased only by a limited number of customers?

Answer: Plenty. At least this is the experience of E. B. Badger & Sons Co., Boston, a Stone & Webster, Inc. subsidiary, which designs and builds process manufacturing units or entire plants in the chemical, petro-chemical and petroleum industries.

Your Problem Different?

Obviously, it would not be practical to try to advertise and sell such colossal "products" as another company would branded soap or refrigerators or automobiles. In fact, it is not practical to try to *sell* them at all in the normal meaning of the word. Practically every project the company works on is different in numerous respects from all the others but the constantly increasing backlog of Badger experience contributes to each.

What grounds, then, has E. B. Badger on which to advertise? Badger advertises because it "sells" inventive and creative "know-how," engineering experience and technical service... and the Badger name and reputation for the successful creation of plants that are just as efficient as they are vast.

Badger had advertised considerably for years, mainly along technical lines, when N. W. Ayer & Son, Inc., was engaged in 1943. It was decided that Badger advertising should take on a new appearance, attractiveness and non-technical content.

The new advertising has continued since that time. It even went on steadily during World War II, when the company could not take additional business. It is being planned well ahead now, even though the company has more calls

than it can fill.

This year full-page and spread advertisements in two colors are being used regularly in a number of publications, and large black and white insertions are going into other publications. Advance plans call for maintaining volume and frequency consistently year-in-and-year-out.

The chief purpose of the advertising, as stated, is to create a favorable impression of the character and ability of the company to produce outstanding accomplishments in its field. One important mission of the copy is to indicate at a glance that E. B. Badger is not an engineering labyrinth but a modern, progressive concern. The idea is to create this picture even if the copy itself isn't read at all. With this in mind, every effort is made to achieve eye-catching art treatment with simple text.

For Example

In one spread, for example, a hand is holding a magnifying glass under which appears the words: "The case of the plant that was BADGER-BUILT 'from the roof down'." Three pictures attractively laid out show exterior and interior views of the plant. The text, far from what you might ordinarily expect from a company in a highly technical field, graphically tells of an outstanding accomplishment of the company as follows, in part:

"Badger has process-engineered, designed, constructed and equipped hundreds of large-scale, petro-chemical and petroleum-refining plants or units 'from the ground up.'"

"This project was different.

"... In cooperation with Eli Lilly & Company's research and engineering staffs, Badger took hold of a former war industries plant and converted it *from top to bottom*, designing and installing complete facilities for the efficient manufacture, packaging and preservation of two of mankind's greatest lifesaving aids: Strep-

tomycin and Penicillin.

"... With immaculate interiors—even 'color-engineered' for safety and avoiding employee fatigue—this 'last word' in chemical plants is the proud possession of one of the world's foremost pharmaceutical houses."

Never Too Big

Another advertisement run some time ago graphically indicated the gigantic size and extensive scope of Badger projects. A trinitrotoluene plant it designed and constructed consisted of a nitric acid manufacturing plant; TNT lines complete with process houses and storage; a steam and electric power plant and distribution system; shops, dormitories, and administration, miscellaneous and personnel buildings; 40 miles of roadways and 20 miles of railroad. The completed project has an area site of 8,259 acres, 290,000 square feet of floor space for processing and 426,800 square feet of floor space for buildings.

Does such advertising by such a type of company really pay? Why the project of creating the streptomycin and penicillin facilities resulted from a Badger advertisement.

"Generally speaking, however, results are not so easy to trace," states George Hargrove, vice-president in charge of sales. "There are no coupons to cut out and send in. No keys

can be used. Often no tangible sales can be attributed to an advertisement. But we do know that this advertising is proving extremely valuable in paving the way for personal sales talks by our engineers with the management and engineers of big companies. These personal contacts often lead to jobs."

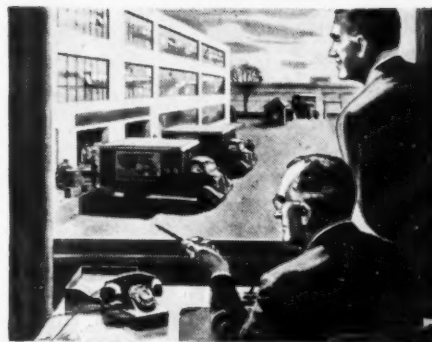
Survey Findings

Moreover, a study made by N. W. Ayer & Son, Inc., gives strong indications that the consistent campaign is paying substantial dividends in reputation-building for the company. In 1943 Ayer conducted a survey among petroleum management and engineers and chemical management and engineers to determine what concerns they would turn to for handling big projects. A similar survey was made last year. Comparisons of the two showed that Badger standing and leadership had gained substantially in every division covered. Many more people, for instance, stated that they had heard favorably about Badger and its achievements. Many more said they would consult Badger first, or among the first, on a vast engineering job.

For these reasons Badger believes that its advertising program is effective in keeping its name before past, current and potential clients in the process industries.



Hotel Sample Room: Before Hotel Fort Des Moines, in Des Moines, Iowa, designed its post-war sample room for salesmen it sought their advice on what they wanted to make the room most useful to them. For example: Above the door on the hallway is a frame for company identification sign. Inside, wallpaper and draperies provide unobtrusive background for display of light and dark colored merchandise. Each room has an over-size conference table.



"NOT ON MY PAYROLL... BUT WORKING FOR ME!"

Railway Express is part of everyone's business, always ready to go to work for you just where and when you need it, whether you use its nationwide shipping facilities daily or only occasionally.

Now available to Railway Express—and to your business—are 500 new, high-speed, passenger train-equipped cars. New motor vehicles, too, are part of the constructive Railway Express effort to offer you better service.

These and other improvements take time—and money. Add to them today's higher maintenance and operating costs and you will see the necessity for adequate rates which are helping to make Railway Express America's high standard shipping service.

RAILWAY EXPRESS



... Maintains 23,000 offices (there's one near your factory, office or home) ... Uses 10,000 passenger trains daily... Has 18,000 motor vehicles in its pick-up and delivery services... Offers extra-fast Air Express with direct service to 1,078 cities and towns.



NATION-WIDE RAIL-AIR SERVICE

Media and Agency News

NEWSPAPERS

Widespread increases in retail newspaper promotions of major appliances during 1947 indicate "only the beginning" of a gradual return of pre-war competitive conditions in appliance merchandising, according to John Giesen, director, Retail Division, Bureau of Advertising, A. N. P. A.

Mr. Giesen bases his prediction on an analysis of total retail newspaper advertising of major appliances during 1947 as measured by George Neustadt, Inc., in nine key cities:



DON U. BRIDGE, advertising director of the Gannett Newspapers, is named chairman of newly formed Plans Committee of the Bureau of Advertising, A.N.P.A.

Chicago, Cleveland, Detroit, Brooklyn, Philadelphia, Pittsburgh, St. Louis, and Washington.

Tracing retail lineage gains on mechanical refrigerators, one of the appliances currently in shortest supply, Mr. Giesen reveals that newspaper advertising of this commodity alone has increased 322% in February of 1948 over February, 1947. January, 1948, mechanical refrigerator lineage was 387% over the same month of the year before. During the entire year of 1947, lineage on mechanical refrigerators in the nine index cities rose 413% over the figures for 1946.

"The intensity of the competitive selling still to come in appliance merchandising can be appreciated when we consider that retailers' advertising of mechanical refrigerators in Neustadt's nine cities in 1947 (381,809 lines) was only one tenth as heavy as 1941's 3,732,200 lines," Mr. Giesen has stated.

Wallaces' Farmer & Iowa Home-

stead has completed a survey among Iowa farmers on ownership and use of tractor-attached loaders and attachments.

The survey shows that about two-thirds of the farmers do not own tractor-attached loaders, but that two out of five who do not have these implements intend to buy or build one. Most of these farmers intend to obtain the loader within a year.

The survey also brings out the proportionate number of makes of implements owned and the proportion preferred among the farmers. A wide range of manufacturers are mentioned in the answers. The survey checked the specific improvements which farmers would like to see made in tractor-attached loaders and attachments now on the market.

Copies of the 6-page survey may be obtained from F. I. Wood, *Wallaces' Farmer & Iowa Homestead*, Research Department.

In the General Advertising Department of Scripps-Howard Newspapers, Lewis S. Fidler, who has been with Scripps-Howard continuously for 19 years, becomes assistant to the director, General Advertising Division, and H. H. MacLean, formerly manager, Retail Stores Division, becomes assistant to the director, Retail Advertising Division.

BUSINESS MAGAZINES

The Advertising Council's newly formed Business Paper Advisory Committee has been announced by Charles G. Mortimer, Jr., chairman of the Council. Membership of the committee includes publishers and editors representing large and small business in each section of the country. The committee will work with the 1,500 business papers in the United States reaching about 10,000,000 readers. Readers of business papers represent the production, marketing, financial, and managerial levels of 3,000,000 human enterprises which directly affect the lives of the people of this country.

Membership of the committee is made up of the following publishers: Edwin F. Thayer, *Tide*, committee chairman; Rex Wadman, Diesel Engines, Inc.; Raymond Bill, *SALES MANAGEMENT*; Harry Conover,

Conover-Mast Corp.; S. A. Knisely, The Associated Business Papers; Kingsley Rice, *Power Generation*; Richard P. Smith, W. R. C. Smith Publishing Co.; Aglar Cook, Topics Publishing Co.; Judd Payne, F. W. Dodge Corp.

Also, E. W. Timmerman, *American Druggist*; G. D. Crain, Jr., *Advertising Age*; E. F. Hamm, Jr., The Traffic Service Corp.; George O. Hays, The Penton Publishing Co.; M. A. Williamson, McGraw-Hill Publishing Co.; Andrew J. Haire, Haire Publishing Co.; C. B. Larabee, Printers' Ink Publishing Co.; Howard Moore, Moore-Robbins Publishing Co., Inc.; Godfrey M. Lebar, *Chain Store Age*.

The *American Exporter* has prepared a bulletin outlining the operation of the Reciprocal Trade Agreements. It is being distributed to several thousand manufacturers, foreign traders and other business executives, to civic, business and foreign trade clubs, and to all members of Congress.

"How To Arrange Advertising Testimonials With Hollywood Motion Picture Studios," is the title of a booklet now being distributed by *The Hollywood Reporter*, daily newspaper of the motion picture industry.

Quoting statements from major film studios outlining their policies and procedures concerning testimonials from stars, the booklet is designed to enlighten advertisers and their agencies concerning methods of arranging for such promotional tie-ups. Names of personnel within each studio responsible for these arrangements are listed. The advertising code of



IN CONNECTION with A.B.P. Advertising Competition Awards, Andrew J. Haire (left), president, A.B.P., and J. J. Newman, vice-president in charge of sales, The B. F. Goodrich Co., at presentation luncheon.

SALES MANAGEMENT

Have you got this bird in hand?

You'll find here quite a handful...plump with her \$11,637,000,000 disposable income...fat with the almost twelve billions she will spend this year feathering the nest for the 11,400,000 members of her collective family.

And, you don't have to beat around the publishing bush to find her.

She's a composite of the more than 3,000,000 housewives and mothers you'll find all wrapped up for special delivery within the covers of Woman's Day... the more than 3,000,000 purchasing agents who, in 1948, will spend

\$4,462,000,000 for Food and Tobacco

\$1,795,000,000 for Clothing, Accessories, Jewelry

\$1,459,000,000 for Household Operations

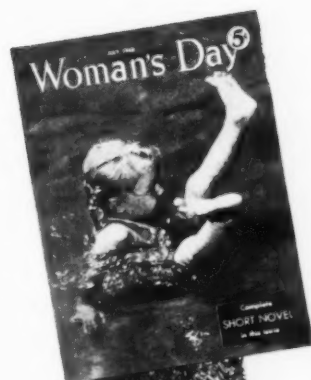
\$ 188,000,000 for Toiletries and Beauty Parlors

\$ 140,000,000 for Drugs and Appliances

Woman's Day hands her to you at the lowest page rate per thousand of any women's service magazine. Here, with the greatest single copy sale of any magazine in existence, you find the greatest percentage of housewives and mothers of any women's service magazine.

Here, in cities of 10,000 and over, you'll find 71% of Woman's Day readers.

**Advertisers who count costs
court women who count pennies**



FOUND MONEY—a twenty-cent booklet offered in the editorial pages of Woman's Day pulled 327,049 reader requests and 654,098 dimes in an eight-month period.

because buying is a woman's business:

a Woman's Day is never done *selling!*



JUNE 1, 1948

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the motion picture industry is appended. Copies of the booklet may be obtained without obligation by writing to Arthur A. Engel, assistant to the publisher, *The Hollywood Reporter*, 6715 Sunset Blvd., Hollywood, 28, Calif.

The Quigley Publishing Co., Inc., publishers of *Motion Picture Herald*, *Motion Picture Daily*, *Motion Picture Almanac*, and *Fame*, have released a market survey of the motion picture theaters in the United States.

According to a survey just released by *House Furnishing Review*, Haire publication, 59% of the department stores and 64% of the hardware stores report that sales of garden supplies and equipment are on the increase. The survey shows that all stores are increasing their merchandising space for garden supplies and accessories; their greatest needs are for informative labeling, national advertising and sales training helps. Copies of the survey are available to manufacturers and agencies in the field by writing Haire Publishing Co., 1170 Broadway, N. Y. C.

RADIO

Nighttime spot announcements are being offered for sale for the first time in the 20-year history of Station WCBS, New York City station of CBS. Station break commercials, which, since October, 1947, have been sold Monday through Saturday, 7:45 A. M. to 5:59 P. M., are now for sale during the evening hours. The decision to sell evening spot announcements on WCBS stems from the success of the station's daytime spot system, reports Arthur Hull Hayes, general manager. The station sells no spots in a permanent time period, but instead, station break commercials are placed according to a rotat-



GERALD H. SMITH, former executive vice-president, is elected president of Street & Smith Publications, Inc., at annual meeting.



"LUX RADIO THEATER" visited by John Gilman, vice-president and advertising manager of Lever Brothers Co., sponsor, and Mrs. Gilman, who flank screen stars Joan Caulfield and William Holden (center). Others (L. to R.): Cornwall Jackson, vice-president, J. Walter Thompson Co.; William Keighley, director of the "Lux Radio Theater"; D. W. Thornburgh, CBS Western Division vice-president.

ing schedule which guarantees equitable treatment for all buyers.

Frigidaire Division, General Motors Corp., has subscribed to Nielsen Radio Index Service, and in this connection an additional contract covering N. R. I. analysis service has been signed by Frigidaire's agency, Foote, Cone & Belding, Chicago office.

Speaking before the annual convention of the National Association of Broadcasters in Los Angeles, Hugh Feltis, president of Broadcast Measurement Bureau, announced a 5% reduction in the Bureau's subscription fees, beginning with the new fiscal year, July 1. He said that the reduction was made possible by operation economies, the present number of subscribers (more than 600) and the expectancy of still more subscribers.

Referring to the rise of FM and television, Mr. Feltis said, "BMB recognizes its responsibilities to these branches of the industry and is facilitating the measurement of FM and television by offering combination subscription rates."

He explained the refinements and improvements that will be made in the March, 1949, survey of station and network audiences. These include the reporting of audiences in several hundred additional cities and data on frequency of listening, expressed perhaps as average daily audience, to supplement total weekly audience figures.

James E. Edwards, 35 years an

associate of the late Burrige D. Butler in management of *Prairie Farmer* and Radio Station WLS, has been elected president of the *Prairie Farmer* Publishing Co. and the Agricultural Broadcasting Co. He has announced that it will be his purpose to continue the policies of service to agriculture which have characterized the organization through the years. Mr. Edwards leaves the post of advertising manager of *Prairie Farmer*, and Vern C. Anderson succeeds him.

KZBU, Cebu, Philippine Islands, owned and operated by the Philippine Broadcasting Corp., has become a CBS affiliate. WHOL, Allentown, Pa., owned and operated by the Allentown Broadcasting Corp., will join CBS as a basic supplementary station on or about August 1. The two new stations bring the number of CBS affiliates to 178.

A new broadcast signal will bring



RAYMOND A. ROBINSON, director of research for Crowell-Collier Publishing Co., is honored on his 25th anniversary with firm.

Do you stack?

Recently, a Mr. S. wanted to see us. "I have a swell invention which will make a lot of money for you," he said.

"That's fine," we said.

"I got a grocery in Flatbush," said Mr. S., "on a very busy street. Trucks, trucks, trucks—they go by all the time. The street shakes, The store shakes. From shaking, the stacks of bottled beer fall down. To prevent such, I invent this invention."

We thought the invention was pretty wonderful . . . filled a long-felt want of big companies and small storekeepers all over the country who would be grateful to Mr. S! And to us if we made it available, So we offered to manufacture it, and pay Mr. S. a royalty on sales.

"Hm'm. No cash down?" asked Mr. S. We gave him an advance check.

"How about a full-time job, idea man?" We told him the place was lou—full of idea men, full time.

"OKAY" said Mr. S. thoughtfully. "But someday I got to invent a way of getting out of that grocery."

The invention is so simple, and so practical that only a man with falling beer bottle problems could think of it! Three layers of board; the top layer punched to fit the base of the bottle; bottom layer punched to fit the top of the bottle; the middle layer not punched at all.

With the Flatbush Stacker (*we invented the name*) every stack of beer bottles becomes a virtual Gibraltar, comparatively speaking! Bottles, beer and proprietors remain unperturbed through normal truck, train, and traffic tremors, or even upstairs over a bowling alley!

The stacker is custom-made to fit bottles, jars and cans of all sizes—will help good products get better positions in supermarkets, and stay in position, will please proprietors, store managers, salespeople and customers.

Brand names and slogans, on the edges, make every stack an advertising display as well as a product display.

Terms very reasonable—and the Flatbush Stacker is exclusive with Einson-Freeman!

Einson-Freeman Co. INC.

Consistently constructive lithographers . . .

STARR & BORDEN AVES. • LONG ISLAND CITY, N. Y.
with offices in Chicago • Cleveland • Cincinnati • St. Louis
Minneapolis • Atlanta • Dallas • Los Angeles • San Francisco



WHB, Kansas City, Mo., programs to the Middle West night and day, effective May 30. On that date WHB, now owned by the Cook Paint & Varnish Co., begins full-time operation of its new facilities—serving that section with 10,000 watts power daytime and 5,000 watts nighttime. Full program schedules of the Mutual Network will be carried, in addition to those originated in Kansas City. An estimated 1,000,000 new listeners are being added to the previous coverage of WHB, which becomes a "full time" station after 18 years of daytime schedules only.

William A. Schudt, Jr., eastern division manager of station relations for CBS has been appointed director of station relations, succeeding J. Kelly Smith who has been promoted to vice-president in charge of station administration.

TELEVISION

General Mills, Inc., has formally admitted television into its advertising media fold with the appointment of Edward G. Smith, as director of radio and television production. Mr. Smith for the past 11 years has been radio program manager. The company's film department also is being transferred to the supervision of the new appointee. This arrangement, according to Samuel C. Gale, vice-president in charge of advertising and public services for General Mills, will facilitate employing the film organization in television projects as directed by Mr. Smith.

Frank E. Mullen, executive vice-president of NBC who, for the past year, has been in charge of the network's television expansion program, will become president of three of the nation's best-known radio sta-



VANCE D. HICKS, with Young & Rubicam, Inc., since 1938, is appointed media director in Detroit.

tions following his resignation from NBC, July 1. The stations are WJR, Detroit; WGAR, Cleveland; KMPC, Los Angeles. G. A. Richards, present head of the stations, will become boards chairman, maintaining supervisory control of a comprehensive program of expansion to be instituted by Mr. Mullen. This expanded program will include planned installation of television facilities in the three cities and programming and educational operation aimed at the substantial agricultural elements represented in the communities served by these stations. Mr. Mullen, who is acquiring a substantial interest in WJR and KMPC, will be in complete operational control of all three stations.

The National Broadcasting Co. has leased three RKO-Pathe sound studios for television use, bringing to five the total of NBC television studios in New York City. The main studio, measuring 97 by 74 feet, is the largest film studio on the East



SIDNEY N. STROTZ, former vice-president of NBC's Western Division, is administrative vice-president in charge of television.

Coast and will constitute the largest in the world for television. Located at 106th Street and Park Ave., the studios will be occupied on July 1, and available for immediate operation by NBC.

The Allen B. DuMont Laboratories, Inc., has demonstrated a system of transcribing television shows on film. The system is called tele-transcription and DuMont television programs are already available to television stations throughout the United States.

Dr. Thomas T. Goldsmith, head of DuMont's research division, under whose direction tele-transcriptions have been developed, comments, "Our system of transcribing programs opens the way for a new type of television network—a network by tele-transcriptions."



ARCH CRAWFORD, who has served for the past two years as executive vice-president, is elected president of the National Association of Magazine Publishers, Inc.

New stations coming on the air he continues, may find tele-transcriptions the solution to their programming problems. "Their programming costs will certainly be considerably less than if they receive shows via a common carrier."

AGENCIES

A new advertising agency, Mayer & Sisti, is opening offices at 175 Fifth Avenue, New York City. The principals are Bertram Mayer, formerly with Erland Advertising Agency, and Sebastian Sisti, most recently with Velona Manufacturing Co., and previously with *The Advertiser Magazine* and Allied Advertising Agencies, Florida. . . Clark & Rickerd Inc., is the new name of the newly expanded Detroit agency, Florez Phillips and Clark.

Tod Reed, vice-president of Ruthrauff & Ryan, Inc., is appointed manager of the agency's Detroit offices. . . John M. McDonald is elected vice-president of The Buchen Co., Chicago. . . David G. McAneny joins Cecil & Presbrey, Inc., as a member of the radio and television departments.



JOHN H. KUNKEL, former eastern manager of Petroleo, has joined International Advertisers.

SALES MANAGEMENT

BUYERS OF PRINTING

National and Local
Should Know What
PRINTING PRODUCTS CORPORATION
Can Do For Them

Equipment and Organization is *unusual* — Operation is *Day and Night*.
Printing Counsel is given on Economical Production and Proper Quality.
Advertising Counsel is given on Methods, Copy and Illustrations.

SPECIALISTS IN THE PRINTING OF

CATALOGS • PUBLICATIONS

and printing requiring the same kind of equipment and organization to produce, such as Booklets, Price Lists, Flyers, House Organs, Convention Dailies, Proceedings of Conventions, Directories, College and Institutional Year Books, Paper Covered Books, Larger Quantities of Circulars, etc.

THERE is a large volume of the kind of printing Printing Products Corporation is best equipped and organized to produce, so if in doubt, it is best to write or phone what is wanted and information will be promptly given.

Here is complete equipment and organization to handle all or any part of printing orders in which we specialize—from ILLUSTRATIONS and COPY to MAILING.

Printing Products Corporation has system. No orders get lost or side-tracked. *Each order is assigned to an experienced executive who watches and follows the order from receipt of cuts and copy until delivered.*

Business methods and financial standing are the best, which statement is supported by customers, supply houses, credit agencies, First National Bank of Chicago and other banks. *Dun & Bradstreet, Inc., rates Printing Products Corporation and associates over \$1,000,000 highest standing.*

Proper Quality

because of up-to-date equipment and best workmen.

Quick Delivery

because of automatic machinery and day and night operation.

Right Price

because of superior facilities and efficient management.

A printing connection with a large, reliable printing establishment will save much anxiety regarding attentive service, quality and delivery.

WE ARE STRONG ON OUR SPECIALTIES

Printing Products Corporation

(THE FORMER ROGERS AND HALL COMPANY)

PRINTER SPECIALISTS

Artists • Engravers • Electrotypers

Telephone Wabash 3380—Local and Long Distance
Polk and La Salle Streets, Chicago 5, Illinois

LUTHER C. ROGERS
Board Chairman and
Management Advisor
L. C. HOPPE
Vice Chairman
and Managing Director
A. R. SCHULZ
President and
Director of Sales

H. J. WHITCOMB
Vice President and
Assistant Director of
Sales

L. C. HOPPE
Secretary
W. E. FREELAND
Treasurer



A large, efficient and completely equipped printing plant.
(The former Rogers & Hall Company plant)

New Display Type
for all printing orders.

Clean Linotype
Monotype and Ludlow typesetting.

All Standard Faces
of type and special faces, if desired.

Good Presswork—
one or more colors.

Facilities for Binding
as fast as the presses print.

Mailing and Delivery
service as fast as copies are completed.

A SAVING is often obtained in shipping or mailing when printing is done in Chicago, the great central market and distributing point.

HIGH SPOT CITIES

Retail Sales and Services Forecast for June, 1948

Before studying this month's figures, please turn to page 60. Read the explanation of changes and additions effective with this issue.

tion will show a retail sales gain in June over last year's corresponding month. The Nation's sales will amount to \$10.8 billion, an estimated gain over last June of 14%. However, part of this gain is due to the fact that this June has an additional selling day. After adjustment for this factor the gain is 10%, slightly exceeding the 8% rise in consumer prices since last June.

Regional sales trends over last year favor cities in the Great Lakes, Middle West, and Southwest regions particularly. Lagging behind the national increase are the Pacific, New England, and Middle Atlantic areas.

The leading cities, those with a city-national index materially above average (for this June compared with last June) are: Houston, 112.0; South Bend, 112.0; Beaumont, 111.1; Amarillo, 109.5; Evansville, 109.5; Davenport, 108.9; Gary, 108.7; Billings, 108.4; Moline-Rock Island-East Moline, 108.0; Austin, 107.4; Pueblo, 107.3; Mobile, 107.0; Spartanburg, 106.9; Dallas, 106.6; Detroit, 106.0; Kansas City, 106.0; Appleton, 106.0; Jackson, 106.0;

★

Sales Management's Research Department with the aid of Econometric Institute, Inc., maintains running charts on the business progress of more than 200 of the leading market centers of the country. Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census.

Every important city in the Nation's figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given, the first being "City Index—1948 vs. 1939." This figure ties back directly to the last official Census and is valuable for gauging the long-term change in a market. It is expressed as a ratio. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month.

The second figure, "City Index, 1948 over 1947," is similar to the first, except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1948 over 1947," relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more—than that of the Nation. All figures in this column above 100, indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the Nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Allowance is made

in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together, will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for This Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

A Pre-Release Service Is Available. SM will mail, 10 days in advance of publication, a mimeographed list giving estimates of retail sales in dollar and index form for the 200-odd cities. The price is \$1.00 per year.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1947 which equals or exceeds the national change.

RETAIL SALES
(S.M. Forecast for June 1948)

	City Index 1948 vs. 1939	City Index 1948 vs. 1947	City Nat'l Index 1948 vs. 1947	\$ (Million) June 1948
UNITED STATES ..	302.4	114.0	100.0	10,817.00
Alabama				
★ Birmingham	454.1	114.0	100.0	38.69
★ Mobile	488.9	122.0	107.0	12.81
★ Montgomery	427.0	114.0	100.0	11.23
Arizona				
Phoenix	451.5	109.7	96.2	18.42
★ Tucson	411.9	118.3	103.8	8.28
Arkansas				
Fort Smith	390.3	110.7	97.1	5.23
Little Rock	510.0	113.7	99.7	17.80
California				
Berkeley	297.6	112.9	99.0	8.69
Fresno	339.0	98.6	86.5	15.39
★ Long Beach ...	511.9	114.0	100.0	37.37
Los Angeles ...	374.6	110.7	97.1	249.47
Oakland	298.9	108.9	95.5	46.00
Pasadena	355.1	109.3	95.9	16.69
Sacramento	340.6	113.4	99.5	22.95
San Bernardino .	398.7	109.4	96.0	9.17

(Continued on page 132)

SALES MANAGEMENT

they go together

The ring is the wedding . . .

Hempstead Town and the Review-Star go together like that in your marketing picture . . . so inseparable that the Review-Star families, if removed from Hempstead Town, would form a city ranking among the nation's choice markets in population, income, retail sales, and income per family.

Successful Hempstead Town retailers use this newspaper regularly year after year because the Review-Star families yield the quantity and quality of results worthy of such a market.

Your advertising in the Review-Star marries into the best families.

Leading N. Y. State's High-Spot Cities is a habit with Hempstead Town. In June, twenty-fifth consecutive month in the lead, retail sales forecast is 213% above June 1939. Volume for June is \$31,520,000. And Hempstead Town leads N. Y. State's major markets (over 250,000 population) in retail sales gain June '48 over '47—with 16.8% increase.

Nassau Daily Review-Star

HEMPSTEAD TOWN, LONG ISLAND, N. Y.

Six days a week, 5c a copy • Executive Offices, Rockville Centre, N. Y.

Represented nationally by Lorenzen and Thompson, Inc.

New York • Chicago • St. Louis • San Francisco • Los Angeles

Detroit • Cincinnati • Kansas City • Atlanta



THEY GO TOGETHER

JUNE 1, 1948

for
HOT INFORMATION
ON
TOP STATIONS
in
TOP MARKETS...

ask your
JOHN BLAIR
man!

**JOHN
BLAIR
& COMPANY**

REPRESENTING LEADING RADIO STATIONS

Offices in Chicago • New York • Detroit

St. Louis • Los Angeles • San Francisco

Income = Come In!

Here in Woonsocket there's money to buy your product. In evidence, take Unemployment Benefit Payments . . for the nation, UP in February over January; for Rhode Island, DOWN!

Punch out your sales story to the prosperous folk of Rhode Island's PLUS market. For 99.7% reception, all you need is the—

WOONSOCKET



Covering
Rhode
Island's
PLUS
MARKET

Representatives:
Gilman, Nicholl & Ruthman

HIGH SPOT CITIES

(Continued from page 130)

RETAIL SALES (S.M. Forecast for June 1948)

City Index 1948 vs. 1939	City Index 1948 vs. 1947	City Nat'l Index 1948 vs. 1947	\$ (Million) June 1948
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California (Continued)

San Diego	414.3	108.3	95.0	33.68
San Francisco ..	343.3	109.6	96.1	111.93
San Jose	417.5	110.0	96.5	16.49
Santa Barbara ..	291.9	109.6	96.1	5.78
Stockton	356.6	106.7	93.6	11.27

Colorado

Colorado Springs	337.4	111.3	97.6	6.04
☆ Denver	326.6	116.3	102.0	49.44
☆ Pueblo	358.2	122.3	107.3	6.95

Connecticut

Bridgeport	265.0	108.0	94.7	16.59
Hartford	257.3	109.2	95.8	23.77
New Haven	251.1	112.3	98.5	18.66
☆ Stamford	334.6	114.7	100.6	7.73
Waterbury	258.2	105.2	92.3	9.58

Delaware

Wilmington	237.6	109.4	96.0	13.14
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District of Columbia

Washington	237.6	111.7	98.0	81.41
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Florida

Jacksonville ...	384.6	113.5	99.6	24.23
☆ Miami	366.2	120.0	105.3	32.15
Orlando	331.7	102.8	90.0	7.43
Pensacola	370.8	110.7	97.1	5.34
St. Petersburg .	475.8	108.9	95.5	13.18
☆ Tampa	336.2	114.0	100.0	13.18

Georgia

☆ Albany	416.5	119.1	104.5	3.54
Atlanta	315.5	113.8	99.8	46.25
Augusta	316.4	107.7	94.5	6.77
Columbus	360.4	110.8	97.2	7.28
Macon	351.9	108.5	95.2	7.53
Savannah	343.9	111.5	97.8	10.11

Hawaii

☆ Honolulu	431.0	116.3	102.0	29.35
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Idaho

Boise	300.0	111.6	97.9	5.64
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Illinois

☆ Chicago	290.5	117.1	102.7	374.38
☆ East St. Louis .	332.4	119.7	105.0	7.48
☆ Moline-Rock Island-				
E. Moline	333.5	123.1	108.0	10.64
☆ Peoria	301.7	115.7	101.5	15.69
☆ Rockford	353.9	118.6	104.0	13.20
☆ Springfield	329.2	118.6	104.0	11.49

RETAIL SALES (S.M. Forecast for June 1948)

City Index 1948 vs. 1939	City Index 1948 vs. 1947	City Nat'l Index 1948 vs. 1947	\$ (Million) June 1948
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Indiana

☆ Evansville	406.2	124.8	109.5	15.64
☆ Fort Wayne	346.2	119.9	105.2	16.55
☆ Gary	404.3	123.9	108.7	14.88
☆ Indianapolis ...	346.3	116.6	102.3	55.58
☆ South Bend ...	408.3	127.7	112.0	16.66
☆ Terre Haute ...	323.0	116.2	101.9	9.27

Iowa

Cedar Rapids ..	306.7	110.6	97.0	8.65
☆ Davenport	344.2	124.1	108.9	10.05
☆ Des Moines	335.3	118.6	104.0	23.47
☆ Sioux City	291.9	110.6	97.0	9.75

Kansas

☆ Kansas City ...	432.1	118.6	104.0	12.92
Topeka	423.0	112.7	98.9	11.38
☆ Wichita	549.0	119.7	105.0	24.87

Kentucky

Lexington	325.5	103.2	90.5	9.18
☆ Louisville	316.1	114.5	100.4	35.24

Louisiana

New Orleans ...	346.0	108.9	95.5	45.57
☆ Shreveport	334.0	117.1	102.7	13.36

Maine

Bangor	263.0	110.1	96.6	4.55
☆ Lewiston-Auburn	282.5	116.3	102.0	6.13
Portland	288.2	109.7	96.2	11.27

Maryland

Baltimore	299.7	109.8	96.3	96.93
Cumberland ...	280.2	107.3	94.1	5.10

Massachusetts

Boston	222.8	108.9	95.5	92.97
Fall River	260.0	107.4	94.2	8.97
Holyoke	222.6	100.3	88.0	4.14
Lowell	298.9	107.2	94.0	7.86
New Bedford ...	260.8	106.6	93.5	9.05
☆ Springfield	255.1	114.5	100.4	18.19
Worcester	229.1	110.0	96.5	18.10

Michigan

☆ Battle Creek ..	348.1	116.9	102.5	7.24
☆ Bay City	367.6	116.6	102.3	6.80
☆ Detroit	382.0	120.8	106.0	216.35
Flint	295.4	113.5	99.6	18.05
☆ Grand Rapids ..	347.7	119.1	104.5	23.89
Jackson	347.5	111.6	97.9	8.27
☆ Kalamazoo	377.8	120.0	105.3	10.03
☆ Lansing	351.0	117.4	103.0	13.90
☆ Muskegon	405.5	118.9	104.3	8.11
☆ Saginaw	243.6	117.4	103.0	7.43

Minnesota

☆ Duluth	303.2	120.3	105.5	12.40
☆ Minneapolis ...	315.4	119.7	105.0	72.30
☆ St. Paul	311.6	118.6	104.0	44.46

Mississippi

☆ Jackson	463.5	120.8	106.0	10.29
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SALES MANAGEMENT

Elizabeth Daily Journal School Page Editor Wins Annual Education Award

THIS annual award
was presented by the
Elizabeth Teachers'
Association for
"Distinguished Service
in Education"

Full School Page
every week reporting Public,
Parochial and Private School
news.

No Special Inducements!
Increased Journal circula-
tion reflects 'Reader In-
terest' . . . sustained by
thorough Union County
News coverage.

90% Home Delivered

Elizabeth Daily Journal
ELIZABETH, N. J.

Special Representatives
WARD-GRIFFITH CO., Inc.

All Wise SPACE BUYERS

ARE WATCHING

WINSTON-SALEM'S RETAIL SALES FIGURE

of

\$101,493,000.00

(according to Sales Management)
May 10, 1948

2nd Highest in the
South's No. 1 State . . .

it's an eye-ful for advertisers with
something to sell!

WINSTON-SALEM TWIN CITY
JOURNAL and SENTINEL
MORNING SUNDAY EVENING
National Representative: KELLY-SMITH COMPANY

RETAIL SALES (S.M. Forecast for June 1948)

	City Index 1948 vs. 1939	City Index 1948 vs. 1947	City Nat'l Index 1948 vs. 1947	\$ (Million) June 1948
Missouri				
☆ Kansas City . . .	357.4	120.8	106.0	68.41
☆ St. Joseph . . .	355.4	120.8	106.0	8.78
☆ St. Louis . . .	323.6	113.4	99.5	97.43
☆ Springfield . . .	363.3	111.7	98.0	8.03

Montana

☆ Billings	317.7	123.6	108.4	5.02
☆ Great Falls . . .	300.0	116.3	102.0	5.22

Nebraska

☆ Lincoln	324.9	112.6	98.8	10.82
☆ Omaha	329.3	115.1	101.1	29.57

Nevada

☆ Reno	264.1	105.9	92.9	5.15
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New Hampshire

☆ Manchester . . .	256.1	112.4	98.6	7.35
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New Jersey

☆ Camden	257.5	107.6	94.4	10.79
☆ Elizabeth	266.1	108.3	95.0	10.19
☆ Jersey City . . .				
☆ Hoboken	192.2	106.4	93.3	18.95
☆ Newark	257.5	108.4	95.1	54.64
☆ Passaic	285.5	112.9	99.0	8.25
☆ Paterson	287.7	110.5	96.9	16.86
☆ Trenton	254.5	107.6	94.4	14.15

New Mexico

☆ Albuquerque . . .	314.6	111.7	98.0	6.23
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New York

☆ Albany	233.5	119.7	105.0	15.06
☆ Binghamton . . .	215.7	110.4	96.8	7.81
☆ Buffalo	244.6	114.0	100.0	52.10
☆ Elmira	220.1	104.4	91.6	5.04
☆ Hempstead Township	313.0	116.8	102.5	31.52
☆ Jamestown	241.9	118.6	104.0	4.33
☆ New York	227.2	112.9	99.0	617.22
☆ Niagara Falls . .	222.8	110.2	96.7	6.73
☆ Rochester	235.0	115.1	101.0	33.98
☆ Schenectady . . .	225.2	111.4	97.7	8.58
☆ Syracuse	237.9	115.8	101.6	21.46
☆ Troy	219.7	116.6	102.3	6.37
☆ Utica	215.6	113.9	99.9	8.30

North Carolina

☆ Asheville	360.0	112.7	98.9	7.92
☆ Charlotte	395.1	116.3	102.0	16.00
☆ Durham	345.8	103.1	90.4	7.33
☆ Greensboro . . .	411.0	120.2	105.4	9.74
☆ Raleigh	386.2	117.1	102.7	8.38
☆ Salisbury	380.0	114.6	100.5	3.61
☆ Winston-Salem . .	366.1	111.0	97.4	9.08

North Dakota

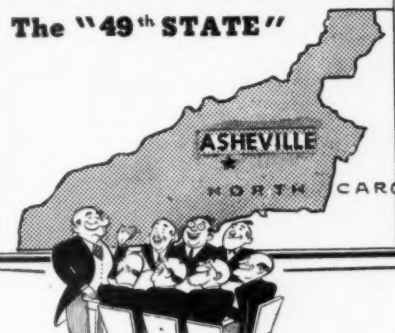
☆ Fargo	357.5	120.5	105.7	6.22
☆ Grand Forks . . .	356.0	119.2	104.6	3.56

Ohio

☆ Akron	273.6	104.1	91.3	25.25
☆ Canton	300.4	112.9	99.0	13.40
☆ Cincinnati	286.2	114.5	100.4	56.09
☆ Cleveland	287.1	115.0	100.7	102.68
☆ Columbus	297.0	118.6	104.0	40.24
☆ Dayton	305.3	117.8	103.3	27.66
☆ Springfield	226.8	114.3	100.3	5.92

(Continued on page 134)

The "49th STATE"



A NEW SALES PROSPECT

Sales prospecting is good in the "49th STATE"
... with an annual industrial payroll of over
\$100,000,000* . . . and a population of 490,013**
who produce a gross buying income of \$407,
840,000* annually. Advertise in the newspapers
they read . . . the ASHEVILLE CITIZEN-TIMES
... with a combined circulation of 51,115.***

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Market Data, Write, Wire or Call:
ROY PHILIPS, Director of Advertising
Representatives: The KATZ Agency

* Sales Management 1947, Survey of Buying Power

** U. S. Census 1940

*** ABC September 30, 1947

ASHEVILLE CITIZEN

MORNING

ASHEVILLE TIMES

EVENING

ASHEVILLE CITIZEN-TIMES

SUNDAY

ASHEVILLE, NORTH CAROLINA

ONLY THE GLOBE-TIMES COVERS BETHLEHEM

So What? So you can't cover
Pennsylvania's third market—the
Bethlehem-Allentown market—
without the Bethlehem Globe-
Times. And here's a busy buy-
ing prosperous market you won't
want to overlook.

During 1947 Bethlehem-Allen-
town enjoyed retail sales of
more than 176 million dollars.
The total new income was \$243,-
539,000. What's more, in the
Bethlehem part of this market
the per family net income was
\$5,143 . . . which is right up with
the best in the Keystone State!

Plan now to use the Bethlehem
Globe-Times — the newspaper
with the largest evening circula-
tion in Pennsylvania's third
largest market.

Roland L. Adams, Manager

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Sales Manager

For medium-size corporation in New York Metropolitan Area but located outside the city. Product is a popular household and office item.

Applicant must have a proved record of success in sales management and in selling low-price products distributed through such channels as wholesale drug, tobacco, paper, and grocery jobbers.

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386 Fourth Ave., N. Y., N. Y.

HIGH SPOT CITIES

(Continued from page 133)

RETAIL SALES
(SM Forecast for June 1948)

	City Index 1948 vs. 1939	City Index 1948 vs. 1947	City Nat'l Index 1948 vs. 1947	\$ (Million) June 1948
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Ohio (Continued)

☆ Steubenville ...	241.1	115.1	101.0	4.87
☆ Toledo	282.5	114.6	100.5	31.64
☆ Warren	284.3	116.3	102.0	5.26
☆ Youngstown ...	294.6	118.6	104.0	20.00
☆ Zanesville	301.8	119.1	104.5	5.04

Oklahoma

Muskogee	310.9	108.9	95.5	3.42
Oklahoma City ..	320.7	110.9	97.3	25.05
☆ Tulsa	330.8	119.7	105.0	19.09

Oregon

Portland	342.4	109.7	96.2	53.48
Salem	321.4	107.6	94.4	5.56

Pennsylvania

☆ Allentown	284.3	118.6	104.0	11.77
Altoona	235.7	105.9	92.9	6.41
Bethlehem	257.3	110.7	97.1	4.76
☆ Chester	315.6	114.0	100.0	7.07
☆ Erie	277.1	115.1	101.0	11.39
☆ Harrisburg	275.5	115.7	101.5	11.79
☆ Johnstown	290.8	119.7	105.0	8.87
Lancaster	254.6	108.0	94.7	7.74
Lebanon	263.6	113.4	99.5	2.90
Norristown	266.7	108.9	95.5	3.84
Philadelphia ...	270.9	111.7	98.0	176.66
☆ Pittsburgh	268.9	119.4	104.7	77.17
☆ Reading	270.8	114.5	100.4	12.62
Scranton	233.8	108.3	95.0	11.20
☆ Wilkes-Barre ...	271.1	116.2	101.9	9.57
☆ Williamsport ...	268.0	114.5	100.4	4.77
York	249.6	111.0	97.4	6.34

Rhode Island

Providence	252.6	105.9	92.9	28.32
☆ Woonsocket	273.8	115.3	101.1	4.49

South Carolina

Charleston	347.6	103.3	90.6	8.62
Columbia	353.7	111.7	98.0	10.01
☆ Greenville	378.8	117.5	103.1	8.41
☆ Spartanburg ...	465.8	121.9	106.9	7.36

South Dakota

☆ Aberdeen	390.1	120.8	106.0	3.16
☆ Sioux Falls	403.0	120.0	105.3	7.98

RETAIL SALES
(S.M. Forecast for June 1948)

	City Index 1948 vs. 1939	City Index 1948 vs. 1947	City Nat'l Index 1948 vs. 1947	\$ (Million) June 1948
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Tennessee

☆ Chattanooga ...	339.1	114.3	100.3	16.14
Knoxville	354.9	105.1	92.2	15.90
☆ Memphis	352.7	116.4	102.1	40.67
Nashville	338.3	113.5	99.6	23.14

Texas

☆ Amarillo	368.9	124.8	109.5	8.30
☆ Austin	348.5	122.4	107.4	11.85
☆ Beaumont	363.4	126.7	111.1	9.34
☆ Corpus Christi ..	362.7	118.1	103.6	9.83
☆ Dallas	421.0	121.5	106.6	61.93
☆ El Paso	333.0	116.1	101.8	11.09
☆ Fort Worth	398.5	115.7	101.5	31.52
☆ Galveston	328.4	117.1	102.7	6.93
☆ Houston	414.9	127.7	112.0	68.50
San Antonio ...	318.2	111.3	97.6	27.87
Waco	325.2	112.4	98.6	6.83
☆ Wichita Falls ..	341.0	119.0	104.4	6.82

Utah

Ogden	334.9	103.2	90.5	5.56
☆ Salt Lake City..	318.1	115.4	101.2	20.52

Vermont

Burlington	302.1	110.6	97.0	4.35
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Virginia

☆ Lynchburg	303.3	115.3	101.1	5.49
☆ Newport News ..	336.6	117.4	103.0	5.42
☆ Norfolk	345.3	115.1	101.0	18.68
Portsmouth	375.0	109.1	95.7	5.25
Richmond	322.4	105.9	92.9	29.69
☆ Roanoke	354.5	115.6	101.4	10.92

Washington

Seattle	396.7	113.2	99.3	70.37
Spokane	349.5	108.1	94.8	19.50
Tacoma	378.0	111.2	97.5	17.73

West Virginia

☆ Charleston	293.3	115.5	101.3	10.94
☆ Huntington	284.9	119.6	104.9	7.55
Wheeling	274.2	110.9	97.3	7.43

Wisconsin

☆ Appleton	339.0	120.8	106.0	4.61
☆ Green Bay	322.7	114.8	100.7	7.26
☆ La Crosse	302.4	117.4	103.0	5.14
☆ Madison	334.2	119.7	105.0	12.60
☆ Manitowoc	313.9	114.9	100.8	3.17
☆ Milwaukee	347.3	115.1	101.0	85.17
Sheboygan	301.9	109.9	96.4	4.68
Superior	291.2	108.3	95.0	3.64

Wyoming

☆ Cheyenne	307.7	119.7	105.0	3.60
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AMERICA'S FINEST MARKETING MAP

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203 Beautiful Sales Wall Maps covering the Major U. S. Markets. All Maps 65 x 44" mounted, mechanically indexed, cellophane laminated. INQUIRIES cordially invited. FREE Illustrated Brochure upon request.

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SALISBURY

NORTH CAROLINA

16th In Population Ranks

1st In Per Capita

DRUG SALES

(TIED WITH ASHEVILLE)

Write for copy of
BRAND PREFERENCE SURVEY

POST

Evening and Sunday Morning

SALISBURY, N. C.

WARD-GRIFFITH CO., Representatives

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And they have 10 billion dollars to spend! If you have food, drinks, cosmetics, liquor or any other products to sell, the best way to reach the Negro is through the Negro papers and magazines he reads with interest and confidence. Advertising in these papers pays big dividends, for the American Negro is the most loyal customer in the world. For full information of this great market, write today to Interstate United Newspapers, Inc., 545 Fifth Ave., N. Y., serving America's leading advertisers for over a decade.

NOTE: We now have facts compiled by the Research Co. of America on brand preferences of Negroes from coast to coast, the only study of its kind ever made. Write now for this free information.

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Experienced sales engineer with good knowledge of West Coast markets seeks new opportunity in sales management, branch operation, distributorship or sales agency, preferably selling established products in mechanical, electrical and construction fields. Organizer and creative sales specialist with background of engineering, service and sales management. University graduate. Many years California resident. Box 2542, SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y.

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BY LEON EPSTEIN

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Sales Research Institute, 103 Park Ave., N. Y. C.

JUNE 1 1948

COOL ALL NIGHT!

Guest-controlled air conditioning
...noiseproofing
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ROBERT PETERSON, Phone Central 6750,
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COMMENT

EMPHASIS ON MEN

IF YOU are a long-time subscriber to *SALES MANAGEMENT*, you have seen reflected in these pages ample evidence of one of the biggest changes that has come about, in the last decade or so, in our approach to sales management as a profession. That change is the enormously increased importance of qualified manpower as an element in efficient corporate operation.

Almost all sizable American companies today cannot find enough capable executive talent. The rise of interest in more effective selection of salesmen, and in sales training, has been phenomenal. TWI, during the war, advanced our thinking about personnel by 20 years.

We've just about concluded that a business amounts to nothing more than the sum-total of the talents of the people who operate it—top to bottom.

Even when sales management was scarcely recognized as a "field" in itself, some of the then most astute sales directors recognized the importance of *men*, sensed the trend which is now a reality.

FOR example, back in 1920, W. C. Sills, then general manager of sales for Chevrolet, had this to say:

We don't talk enough about men, when it is all we should be talking about.

We talk about policies, when we should be talking about men.

We talk about methods, when we should be talking about men.

We talk about systems, when we should be talking about men.

And why?

For the very good reason that men make policies, methods and systems.

When you are not satisfied with policies, methods or systems, look to your men.

They are responsible and it is there that improvements are needed.

The human element is responsible.

Go to the source, then, that needs remedying.

Go to the source responsible for the action.

Man is responsible!

A PROFESSION WITHOUT A LIBRARY

WHILE we're on the subject of long-range trends in sales management, and because this is the month of the annual meeting for the National Federation of Sales Executives, it might be timely to point out that sales management, as a profession, suffers from a paucity of good professional literature. Doctors, dentists, architects, lawyers . . . almost all other professional fields have standard textbooks and reference works which are standard because they represent codification of tested principle and they are the work of recognized experts. Sales management has no such "five-foot shelf" of literature.

There's a good reason. The men who are qualified to write books on sales policies and methods can't afford to take the time to do so. Just as important, most of them are not trained writers. To hire the writing talent, and to take from an active executive the necessary time

required for the gathering of the material, would mean an investment which would never pay off in book sales. We come to the inescapable conclusion that sooner or later some individuals or organizations are going to have to subsidize the preparation of some basic writing jobs.

EVEN if that were done, we'd face the additional problem which arises out of the fact that marketing is a dynamic profession that is changing rapidly from year to year. We'd have to find a way to keep our literature up to date.

There isn't, for example, a single standard recognized textbook which adequately covers the subject of sales promotion. A New York sales executive who went to the big public library a week ago for some help on sales contests drew a blank. We haven't a single authoritative study on continuity and cumulative effect in advertising.

This situation puts a tremendous responsibility on the shoulders of business magazines, which, in the field of marketing and advertising, are today producing the best current material available. But there is a marked distinction between what makes good textbook material and what makes good magazine reading. Magazines can do only part of the reporting and educational job. We do need a literature of the profession.

LOOK AT THE FARMER!

THE farm market? Everyone knows it's important. But what not everybody realizes is this: Now that the farm is so heavily mechanized, the farmer's stability is today a huge factor in the health of the *capital goods* industries . . . where depressions usually start.

George Krieger, top agricultural sales engineer for Ethyl Corp., made this point in New York recently at an American Marketing Association meeting. He said: "The farm market becomes vastly more important to any seller in that field than it ever was before in history. When farmers bought less production goods and more consumption goods—because farms had more people on them—their impact on the economy was harder to evaluate. But *now* any curtailment in their buying power must have a sharp impact on *both* the industrial and commercial economy." (Parenthetically he said, "Farmers are more optimistic than most of the companies that sell to them" . . . a sad commentary on the sales spirit of industry.)

Now that the farmer has to be highly skilled as a technician and industrialist we think the job of the farm publications—business magazines of the farmer's business—is more than ever a weapon against national depression. Wise, able editors are helping Mr. Farmer be a better industrialist . . . and a bigger buyer of production goods. Mr. Krieger thinks national advertisers are not fully awake to this fact because they spend only 5% of their appropriations in farm papers. Of course they reach farmers through other channels too. But whatever means manufacturers use to address the farmer, we join Mr. Krieger in reminding them that the farm market merits close study by makers of production goods. It has become a heavy goods market that clamors for new and better machinery and supplies . . . a market that must be kept stable for the good of the nation.



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*Sales Management's 1947 Copyrighted Survey

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